

# SCOTTY'S LITTLE SOLDIERS

England & Wales - Charity number 1170528

## Details

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**Other names** Scotty's

**Status** Registered

**Legal form** CIO

**Registered** 2016-12-02

**Register** [View on the Charity Commission register](#)

## Contact

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## Activities

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**Objects:** To provide relief from the effects of bereavement to children, young people and others who have experienced bereavement due to the death of a member of the armed forces of the crown.

**Activities:** Providing support to bereaved British Forces children & young people through our Assistance Programmes: Smiles, Support and Strides. Smiles provides fun-based opportunities for children to smile again. Support is focused on health & well-being & includes access to professional bereavement counselling in conjunction with partners. Strides provides access to small education and development grants.

## Classification

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- **How:** Makes Grants To Individuals, Provides Buildings/facilities/open Space, Provides Services
- **What:** General Charitable Purposes, Armed Forces/emergency Service Efficiency
- **Who:** Children/young People

## Geography

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- Throughout England And Wales

## Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,690,470	£1,546,725	£1,486,563	19
2023-12-31	£1,494,064	£1,552,197	£1,342,818	23
2022-12-31	£1,623,117	£1,346,713	£1,400,951	20
2021-12-31	£1,191,496	£1,054,973	£1,124,547	16
2020-12-31	£892,137	£806,562	£988,024	12

## Trustees

Name	Role	Appointed
Ellen Plumer		2022-01-01
JASON WORTHY		2020-01-09
Jonathan James		2022-01-01
Martin Douglass		2026-03-23
Nikki Douglass		2026-03-23
Simon Richard Millar		2018-05-23

**SCOTTY'S LITTLE SOLDIERS**

England & Wales - Charity number 1170528

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# Accounts

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# ANNUAL REPORT 2024



IN SUPPORT OF  
**SCOTTY'S  
LITTLE  
SOLDIERS**  
The charity for children of the fallen



## OUR MISSION

To provide relief from the effects of bereavement to children & young people who have experienced the death of a parent who served with the British Armed Forces.

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# A NOTE FROM NIKKI

When I look back at 2024, I feel an overwhelming sense of pride in how far Scotty's has come and how many children and young people we've been able to stand beside. When I first set up the charity after Lee's death, I could never have imagined that, nearly 15 years later, we would be supporting more than 730 bereaved military children and young people in a single year. Each of those children has a story, a parent who proudly served, and a future that we are determined to help brighten.

2024 was a tough year financially and there were moments where we had to make difficult decisions and really focus on what mattered most. Thanks to our amazing team though we ended the year in a much more positive position than we had been half way through, and full of optimism for the future.

We welcomed 85 new members to Scotty's during the year who have never experienced support from the charity before. The team delivered over 2,700 gifts and vouchers on those difficult days when families most need a reminder that they are remembered. We gave 236 children the chance to step away from everyday pressures and enjoy a Scotty Break, and through our SUPPORT Programme, we delivered nearly 500 1:1 sessions, helping children build confidence, self-esteem, and coping skills that will stay with them for life.

I'm constantly inspired by our young people themselves. Our Scotty's Council, 24 incredible children and young people, worked hard to share their voices, influencing national conversations around education and creating resources to make schools more compassionate places for bereaved children. They remind us all why this work matters so much.

None of this would be possible without the generosity and kindness of our supporters. Whether that's an amazing member of the public, the businesses who back us financially, or the other charities we work with – thank you. You are making a real difference to the lives of our bereaved Forces families.

After a slow fundraising start to 2024, we finished the year feeling confident about the future and with a clear understanding of the needs of bereaved British Forces families. We have lots of plans to meet that need going forwards and I look forward to being able to share those with you over the coming year. We always say at Scotty's, 'our supporters are not simply fuelling our journey, you are on it with us.'

From the bottom of my heart, thank you for joining us on our mission. Together, we are ensuring that every bereaved Forces child knows they are not alone, not forgotten, and that their parent's sacrifice is always remembered.

*Nikki Scott*

**Nikki Scott, BEM**  
Founder, Scotty's Little Soldiers





## OUR PROMISES

WE WANT EVERY BEREAVED FORCES CHILD & YOUNG PERSON TO HAVE:



The best emotional health and wellbeing support



Outstanding development opportunities



The chance to smile again

## OUR CORE VALUES



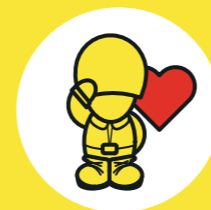
### 1 FAMILIES COME FIRST

Our beneficiaries are the sole reason we are here. For every decision we make and every action we take, we ask ourselves how this takes us closer to completing our Mission.



### 2 EVERYONE A SUPPORTER, EVERY SUPPORTER A VIP

Everyone who walks through our doors has the potential to support the charity. Without that support we can't achieve our Mission. Everyone is a potential supporter & every supporter should be treated like a V.I.P.



### 3 LOVE WHAT YOU DO

When you truly love what you do it shouldn't feel like work, and when it doesn't feel like work you can achieve great things. We work as a team towards one goal, our Mission.



### 4 REMEMBER EVERY DAY

For our beneficiaries Remembrance isn't just one day of the year, it's everyday of the year. We remember the sacrifices made by these families, everyday.

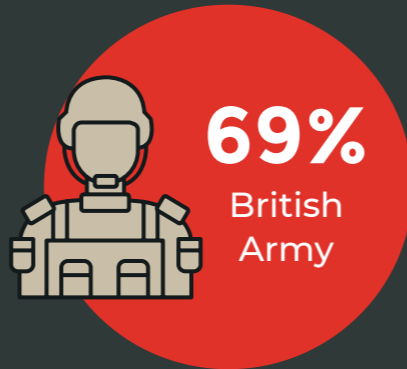
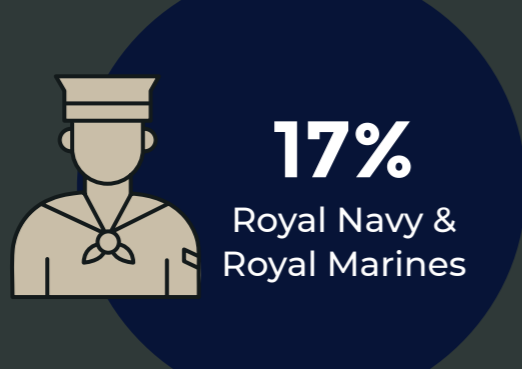
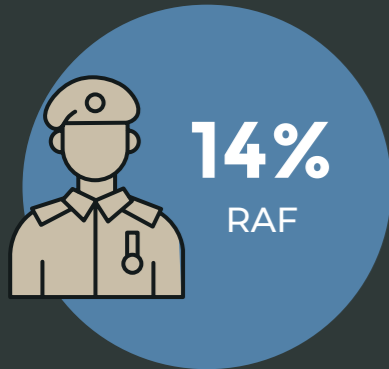
# 2024 AT A GLANCE

A quick look into the work of Scotty's during 2024, highlighting key milestones, achievements and the positive impact the charity makes on bereaved military children and young people.

INCOME  
**£1.69m**

EXPENDITURE  
**£1.55m**

RESERVES  
**6 months**



**733**  
bereaved children  
and young people  
supported

**95%**  
of families on a Scotty  
Break reported building  
new memories together



**479**

1:1 support sessions  
delivered



**236**  
children and young people  
enjoyed a Scotty Respite Break



**100%**  
of parents said their  
child's self-esteem  
improved after 1:1 sessions

**80%**

of children accessing  
1:1 support reported improved  
coping skills and communication



**363**

young people  
took part in  
our events



**2,737**

gifts and  
vouchers  
sent on key  
anniversaries



**24**

young people  
served on  
the Scotty's  
Council



# THE VOICE OF LIVED EXPERIENCE

## THE SCOTTY'S COUNCIL

Lived experience has been at the heart of Scotty's since Nikki experienced that first respite break with her own children after the death of her husband Cpl Lee Scott. Everything the charity has done since then has been driven by a unique understanding of the needs of bereaved British Forces families.

Today, the Scotty's team is supported by a lived experience advisory panel, the 'Scotty's

Council'. The Council provides guidance, helping to set priorities and inform the strategic direction of the charity, in addition to leading on their own projects (see [page 19](#)). Any member over the age of 12 can join the Council.

As the role often involves talking about the experiences of bereaved children, all Council members are fully supported by bereavement specialists throughout the year

and can step away from duties at any time for as long as they want without losing their place on the Council. There is no cap on the number of Council members in order to ensure that everyone who wants to can participate, and to allow the flexibility for Council members to step away whenever needed. In 2024, 24 children and young people were Council members for the charity.



Courtesy of Number 10.

2024 has been a very busy year for all of us on the Scotty's Council. At the beginning of the year, we met and collectively agreed that it was time for schools to become safe places for bereaved children. Nearly every one of us had negative experiences in the classroom, in the playground and in the exam hall because we were bereaved. With encouragement from the team at Scotty's we realised that we can use our voices to change the school system and make it better for all bereaved children. When we tell our stories, people listen, people are shocked, and people want to help. Our voices are powerful.

Earlier this year we were honoured to be invited to No. 10 Downing Street to meet Mrs. Murty, wife of the Prime Minister and talk about our experiences as bereaved military children in school. We also wrote directly to the Secretary of State for Education who raised our concerns with the team working on the PSHÉ curriculum. The following month we met privately with Prince Harry, the Duke of Sussex and Scotty's Global

Ambassador, who also knows what it is like to have a parent die when you are a child. But we know we cannot talk directly to everyone! Which is why we have also been creating two animations that tell our stories, in our own words, about what it is like to go to school as a bereaved child. We are excited about 2025, when we will launch our animations as part of our new 'Behind the Uniform' campaign, which also includes research with nearly 200 families who also report these same bad experiences.

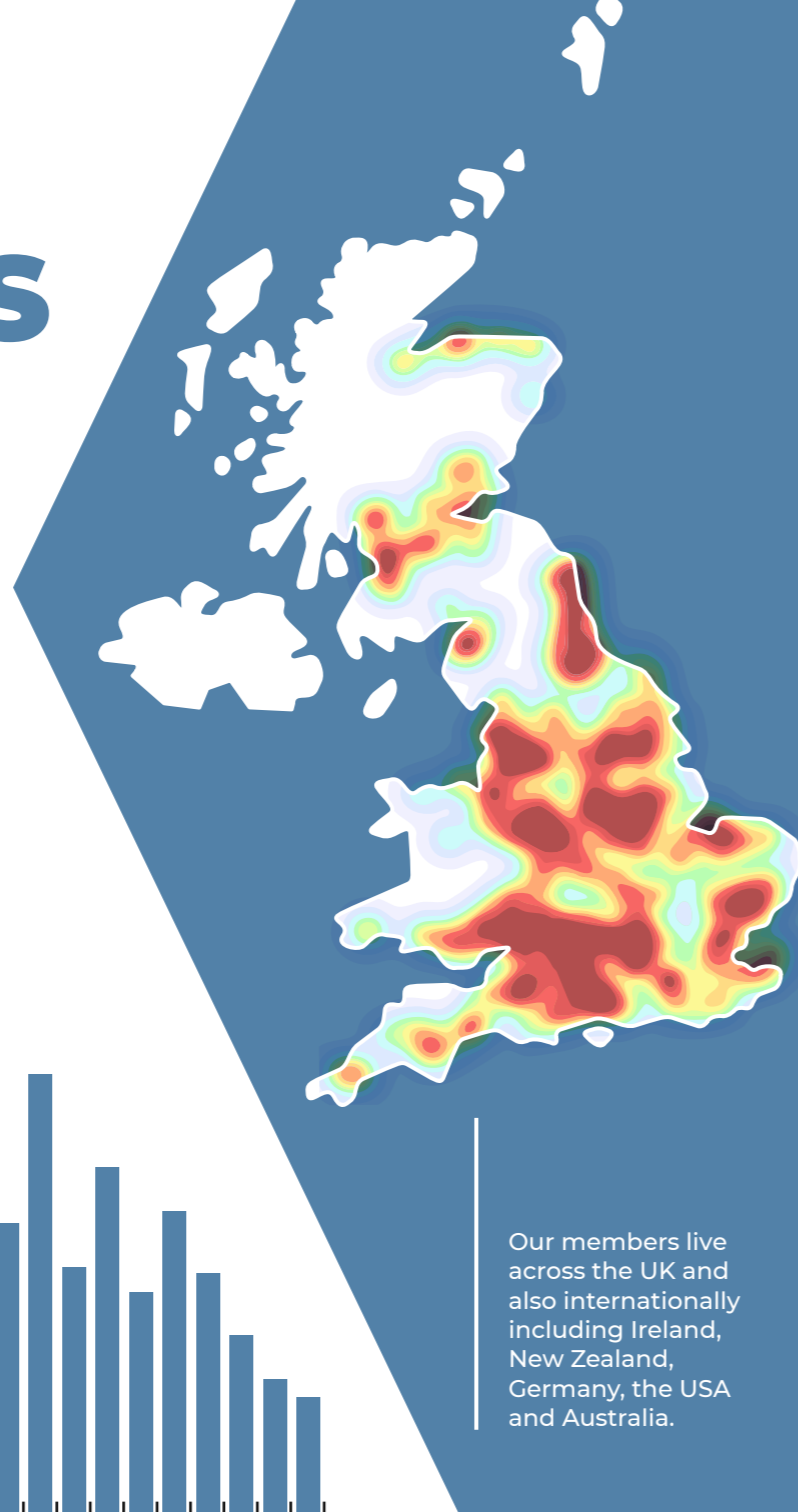
The national curriculum and the Ofsted framework are both currently under review, which means we have a chance to be heard, and a chance to make sure schools are inclusive for bereaved military children. We know that changing the system won't be quick or easy - there are tens of thousands of schools after all. But we are determined and we won't give up.

Scotty's Council

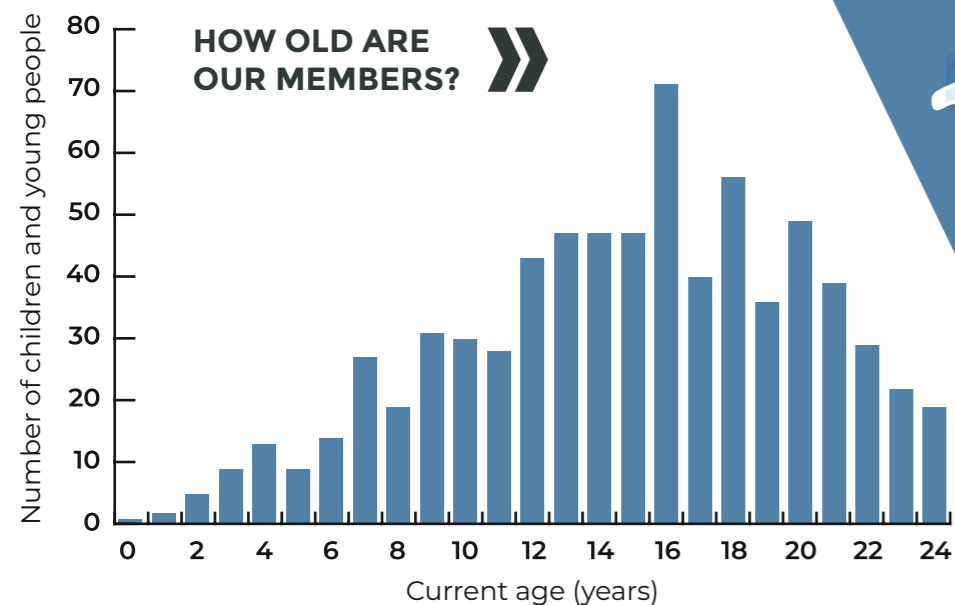
# OUR MEMBERS

During 2024, 85 young people were supported by Scotty's for the first time, bringing the total number of children we directly supported in 2024 to 733.

Any child or young person, up to their 25th birthday, who has experienced the death of a parent who served in the British Armed Forces can join Scotty's and access our services. This includes children of veterans as well as those who die in service. The charity supports all children regardless of cause of death or length of service and includes children from any military branch including reserves.

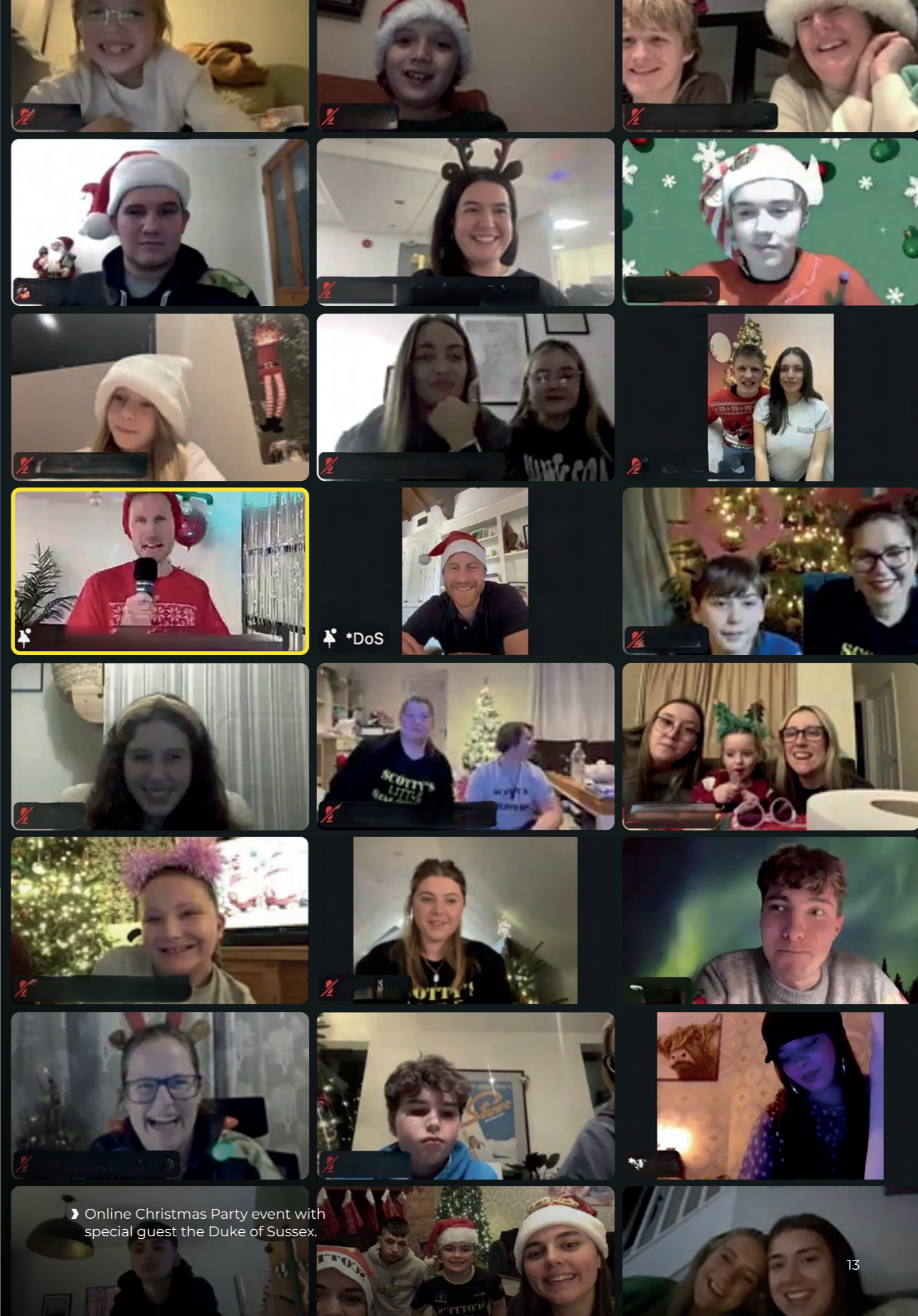
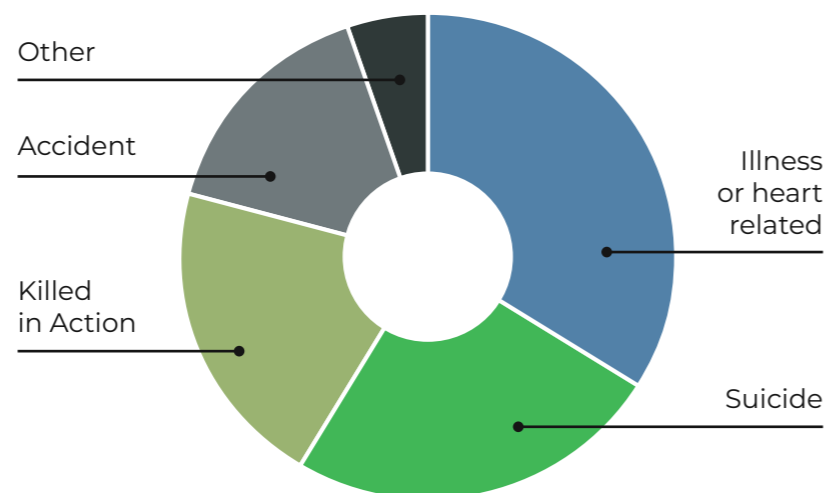


Our members live across the UK and also internationally including Ireland, New Zealand, Germany, the USA and Australia.



## CAUSE OF BEREAVEMENT

Our members are bereaved by different causes of death. In 2024, 34% (249) of the children we worked with were bereaved by illness or heart related causes, 25% (181) of the children were bereaved by suicide, 21% (151) had a parent killed in action, 16% (115) had a parent die in an accident and 5% (37) were from other causes.



Online Christmas Party event with special guest the Duke of Sussex.

# THE SMILES PROGRAMME



The **SMILES Programme** is about *fun and engagement* and includes activities, gifts, respite breaks and group events. The aim is for bereaved military children and young people to form friendships, benefit from peer support, heal with their family and feel part of a supportive community. The SMILES Programme makes sure no child ever feels alone or forgotten.

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## 2024 HIGHLIGHTS

**704**



birthday presents and 720 Christmas gifts sent

**44**



young people attended a special event in London with Prince Harry

**678**



anniversary meal vouchers distributed

**236**



children went on Scotty Breaks, with 95% of families reporting stronger bonds

**363**



young people attended events

**635**

Remembrance meal vouchers distributed

## LOOKING AHEAD

In 2025, the SMILES Programme plans to launch a new calendar of events designed to be more inclusive for all bereaved military families. Revised plans include removing age restrictions on events, increasing the sensory areas at all events, offering events of different sizes and intensities and introducing regional events to build sustainable local support networks.

We will also be revising our respite breaks, again designed to increase accessibility for all our members. Revised plans include priority booking for newly bereaved families and families in crisis, opening all breaks to our members aged 18-25yrs, and trialling allowing dogs in some of our lodges.

## WHY IT MATTERS

The impact of the Programme is so much more than a smile. Research has demonstrated that improving cohesion and communication within the grieving family is 'the single most protective factor for

“The girls are getting older and this year has been a rollercoaster of emotions around missing Daddy and not quite knowing what to do with those feelings. Having this break together was needed. It was our chance to step away from the daily routine and have the space and time together to relax and recharge, make new memories and reminisce about fun times with Daddy. Thank you so much for helping support all the families of Scotty's and ensuring the children have a chance to make time for smiles and laughter.

Spending time together is something we don't have a lot of time for at home, having the space to be together, share our love and appreciation for each other and chat about Daddy has really been beneficial for us. Thank you for providing this space for us so we can reconnect.”

child and adolescent psychological health following the death of a parent' (McLaughlin et al., 2019) (Kamm & Vandenberg, 2001) (Howell et al., 2015) (Shapiro et al., 2014) (Weber et al., 2019).

Reducing feelings of isolation and building peer support networks is crucial for all children but especially a bereaved child. Research from the University of Cambridge states that 'one of the most significant factors that can help mediate the negative effects caused by childhood bereavement is the existence of strong social networks, which give the bereaved someone to talk to about the loss' (McLaughlin et al., 2019).

## SCOTTY BREAKS

Whilst holidays are a valuable tool for building memories and bonds within all families, within a bereaved family, a 'holiday' can become something more: a 'respite break'. Within the bereaved community a respite break is time away from the everyday stress and strain – and away from what is often a home filled with complicated memories – in order to allow the family to focus on communicating with each other and rebuild family bonds following a death.

Research has repeatedly shown that family cohesion and communication following a death can have a significant impact on longer term outcomes (Holmes et al., 2013) (Parsons, 2011). Studies have noted that communication

between the surviving parent and child or children is a protective factor for the child's psychological health following bereavement (Howell et al., 2015) (Shapiro et al., 2014) (Weber et al., 2019). In fact, according to research from the University of Cambridge, it is 'considered one of the most important factors' in adjusting to the death within a family (McLaughlin et al., 2019).

Scotty Breaks intentionally create opportunities for families to come together, bond, make new memories and talk to one another. In short, to facilitate family cohesion. Ahead of a respite break, families frequently describe themselves as under enormous strain; both emotional and often financial, with tension in the home especially where the grieving children are teenagers. At home there can be closed bedroom doors, meals taken separately, and siblings not speaking to one another.

Breaks become a lifeline where the children can come out of their rooms and be together, and the surviving parent can slow down and focus on their children instead of bills and work. For some families, it provides one of the few or only times of the year where there will be communication. For newly bereaved families it can often be the first time families laugh, talk and feel like one day it will be possible to be normal again. Having that one good week can sometimes give families the strength they need to keep going.

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# THE SUPPORT PROGRAMME



The **SUPPORT Programme** provides *emotional and mental health support*, including 1:1 bereavement support for children and young people and their parent or carer. It also advocates for bereaved military families to ensure they aren't left at a disadvantage in accessing services such as housing, pensions and financial support.



## 2024 HIGHLIGHTS

**59**

children and young people accessed 1:1 support



**479**

sessions were delivered in total



**81**

parents and carers received direct support



**80%**

of children improved coping skills



**100%**

of parents saw positive changes in self-esteem

“You were there when every other door closed. Knowing you are always here is support in itself. He was in such a deep hole and it took so much to ask for help and he was turned away from the NHS for being too complex. He found his confidence and self-belief and was able to take on his GCSEs. He is able to be himself and Scotty's just get it. Things could have been so different for him. The biggest change is he now talks through things straight away and won't let it fester.

He has just had his last session and the difference in the last 7 months is amazing. Gone is angry young man with no self-confidence. I now have my confident, self-aware, mature, happy son back.

He has been feeling a lot better and has a better understanding of his emotions. He now talks about mum a bit more but not every day. The biggest change has been his confidence. It has increased and he now holds his head up rather than looking down all the time. Having his grief and feelings normalised and validated has been so important.”

trained to help with more complex needs that can be exasperated through bereavement including self-harm, suicidal ideation and mental health concerns. We plan to extend our services due to the changes in the needs of our members asking us for help.

### WHY IT MATTERS

Research indicates that between 10%-20% of children following a death will need specialist support (McLaughlin et al., 2019). Parentally bereaved children are at increased risk of developing depression, anxiety, emotional problems, or difficulty forming relationships with peers (McLaughlin et al., 2019). Aggression, delinquency, hyperactivity, and conduct problems, are also common (McLaughlin et al., 2019). Children may also develop prolonged grief with a risk of increased suicidal ideation (McLaughlin et al., 2019), particularly children bereaved through suicide (Guldin et al., 2015) (Logeswaran et al., 2024).

Members of Scotty's can access specialist 1:1 online support at any time. The programme aims to build the child's self-esteem and develop their coping skills and to help address any mental health needs. The programme also coordinates with other specialist support services including CAMHs and private therapists. For our younger members, who may be too young to access online support, or for members with additional needs or disabilities that make online 1:1 sessions challenging, the programme can instead work 1:1 with the parent or carer to give them the skills and confidence to understand and support their child's grief.

### LOOKING AHEAD

In 2025, the SUPPORT Programme plans to extend its offer to be able to provide help to children with higher needs. Currently our 1:1 support has been delivered by qualified bereavement support workers, but we plan to recruit qualified counsellors so that the programme can offer both bereavement support and bereavement counselling. Bereavement support workers are trained to help children manage and understand their grief, whereas counsellors are

### 1:1 BEREAVEMENT SUPPORT

Most of the work that Scotty's undertakes is preventative; fostering social and family bonds as a protective factor for psychological health and removing barriers to education and employment at a time when a child is at risk of disengagement. The SUPPORT Programme, however, is for children who are showing early

signs of vulnerability and require targeted 1:1 provision. The SUPPORT Programme is a Tier 2 service with practitioners who specialise in childhood bereavement. Rather than having a fixed number of sessions, which is now common in the therapeutic sector, children can access 1:1 support for as long as it is needed. An academically rigorous, standardised tool is used to assess the need and progress of each child.

Anger, depression and low self-esteem are typical amongst children approaching the SUPPORT Programme. Many of the children have not been able to discuss their feelings of grief prior to accessing the programme. Scotty families can have very complex needs. In 2024, one in four of our members had their parent die of suicide, which brings added psychological risk to the child. Many of our children have lived with parents with PTSD, alcohol addiction, substance abuse or domestic violence. For these children, sad or even scary memories may sit alongside happy and loving memories which can make feelings quite confusing. These are all compounded risk factors for the child's wellbeing and long-term outcomes. All the while children may still be living with other common challenges of adolescence; hormones, identity crisis and high stakes exams.

Despite these challenges and experiences, the vast majority of children who access the SUPPORT Programme will thrive. In sessions they can explore their emotions and grief, talk about the parent who died in a safe space, and develop skills to understand and manage their feelings. The assessments when a child exits the programme typically show improvements in coping skills, improvements in their ability to communicate with family and peers, reductions in feelings of isolation, reductions in anger, improved self-esteem and re-engagement in education. Somatic symptoms, such as headaches, stomach aches, and trouble sleeping are also reduced or eliminated.

# THE STRIDES PROGRAMME



The **STRIDES Programme** supports *education and personal development* by removing learning barriers, building confidence, and advocating for military children within the education system. It offers small educational grants and provides bereavement resources and training for teachers.



## 2024 HIGHLIGHTS

 Council members invited to 10 Downing Street to share their experiences

**743**  
education packs distributed to schools



**2**  
animations created by the Scotty's Council to influence policy makers



 **264**  
grants awarded worth £43,733



Research with nearly **200**  
families revealed widespread challenges in schools

## LOOKING AHEAD

In 2025, the STRIDES Programme will publish the two animations developed by the Council which tell their stories, in their own voices, of being a bereaved military child in school. The animations, along with the research undertaken in October 2024 will form the basis of Scotty's policy influencing campaign. To support the policy influencing campaign, the programme will also be developing practical solutions including launching an innovative teacher training programme for initial teacher training providers. The training will aim to ensure that new teachers have the knowledge and confidence to build compassionate classrooms.



## WHY IT MATTERS

Research has demonstrated a link between childhood bereavement and being less likely to be employed at age 30, failing to gain qualification along with lower attainment and aspirations for continuing education (Parsons, 2011). Research also suggests that many teachers in the UK feel underprepared to meet the needs of grieving children (McLaughlin et al., 2019). The STRIDES Programme advocates for bereaved military children to help remove barriers to learning. This also includes working directly with schools to help teachers understand the needs of bereaved children to ensure children stay engaged in learning.

## EDUCATION ADVOCACY

On the 29th July 2024, Sgt Jordan Relph died unexpectedly at home. The Visiting Officer<sup>1</sup> assigned to the Relph family had contacted Scotty's Little Soldiers two days later, on behalf of Sgt Relph's four children, Sophia and Oliver (who were four years old), Benjamin (who was seven), and Joseph the eldest, who was eleven years old when his dad died.

Joseph had just completed Year 6 and was due to start secondary school in September. Despite having been at the same primary school since Reception, Joseph

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had been told that there was no space for him in the local secondary school where the rest of his class would be going, and instead Joseph would be sent to a school across town where he did not know anyone.

In the months before Sgt Relph died, he and Joseph's mother had been appealing to the school and local authority trying to get Joseph into the school with his peers, however there were no spaces available.

The transition between primary to secondary school is a notoriously challenging time for any young person, with research showing risks to attainment due to the changes and the disruption to healthy peer networks (EEF, 2021). For a bereaved child, peer networks become even more crucial. In the days following Sgt Relph's death, the Visiting Officer asked if Scotty's could advocate on behalf of Joseph and his mother, to ensure that Joseph would not have to return to school in September without his friends around him.

Advocacy is an important but often hidden part of the work that Scotty's does for families. Navigating bureaucracy can be challenging and exhausting for anyone but can become overwhelming for those

experiencing grief. Telling your story repeatedly to different agencies can also risk re-traumatising bereaved families.

On the 8th August 2024, just ten days after Sgt Relph died, Scotty's approached the executive leadership team of the school, and the following week the school and local authority agreed that Joseph would be able to remain with his friends. The school also pre-emptively offered places to all his siblings, and also reached out to Scotty's education team for advice and guidance on how best to support Joseph and his siblings.

Joseph and his siblings will be eligible to remain members of Scotty's until their 25th birthday and are entitled to access all of our services including respite breaks, educational grants, 1:1 bereavement support and social events. But thanks to the quick thinking of the Visiting Officer and the understanding of the school and local authority, at the very least Joseph did not have to worry about what was going to happen in September and losing all his friends when he needed them most.

<sup>1</sup> A Visiting Officer is a person who acts as a representative of the Ministry of Defence, providing support to families of service personnel.

# REMEMBRANCE



Over Remembrance weekend, 53 members of Scotty's, gathered in London to pay tribute to their military parents.

Recognisable in their distinctive black and yellow Scotty scarves, the children, ranging from age nine to 24 years, took part in the Royal British Legion Festival of Remembrance on the Saturday afternoon, and then marched past the Cenotaph at the National Service of Remembrance in memory of their heroes on a very special Sunday morning.

Ahead of Remembrance Weekend, Prince Harry, The Duke of Sussex, who is Scotty's Global Ambassador, sent members of Scotty's a special letter to let them know they are in his thoughts. This has become an annual tradition.



► BBC Royal British Legion Festival of Remembrance 2024.

► Sending Remembrance packs.



“Remembrance is such an important time for bereaved military families. We remember our loved ones every day, but Remembrance is a time when the nation comes together to pay their respects and thank them for their service. It means a lot to members of Scotty's to support one another on what is a proud but difficult weekend. I love seeing the community that Scotty's has created and the sense of solidarity between the families. It was also amazing to feel so much support from the crowds as we marched.”

**NIKKI**

► March past the Cenotaph at the National Service of Remembrance. Courtesy of Donald Todd.



LEST WE  
FORGET

7<sup>th</sup> November 2024



Dear Scotty's Little Soldiers,

As we approach Remembrance Day, I want to take a moment to reflect on the profound significance of this occasion and what it means for each of you. This day is a time not only to honour the extraordinary sacrifices made by our service members but also to recognise the impact these sacrifices have on families, especially ones like yours.

Each of you carries a unique story shaped by the bravery of a parent who served our country. I understand, perhaps more than most, the weight of losing a parent at a young age. It can be overwhelming and isolating. Yet, in the midst of that heartache, we find strength in the love and memories left behind, and I have seen how communities like yours can offer deep comfort and healing.

Scotty's Little Soldiers embodies this spirit of community. In coming together to support one another, you not only honour the memories of your loved ones but also forge bonds that can and will carry you through the toughest times. The tears and laughter, the shared experiences, and the moments of joy you create together are powerful reminders that love endures.

On this Remembrance Day, I encourage you to take a moment to reflect on the values that your loved ones instilled in you—courage, compassion, and a sense of purpose. These will serve as your guiding light, helping you navigate the challenges ahead.

As you gather to remember and celebrate, know that you are part of a larger community that stands with you, ready to uplift and support you. Your resilience is a testament to the legacy of your loved ones, and I have every confidence in your ability to make them proud and to shine brightly in the world.

All they want is for you to be happy.

Prince Harry, The Duke of Sussex

Global Ambassador, Scotty's Little Soldiers



# A MESSAGE FROM OUR CEO

2024 was a year of challenges, tough decisions, but ultimately one which closed with great optimism for the future.

This year began with some real challenges. Like many charities, we felt the impact of the difficult economic climate and fundraising pressures. But by mid-year, thanks to a refocused strategy and the resilience of our team, we finished strongly and entered 2025 with renewed confidence.

Despite financial uncertainties, one thing never changed, the impact we delivered. We've always had to do 'more with less' so an initial slowdown in fundraising didn't faze the team. We supported more young people than ever before, with 85 new members joining Scotty's, bringing us closer to our BHAG of supporting 1,000 children and young people each year by 2030.

Our Council of young people continued to inspire, directly influencing education policy and amplifying the voice of bereaved military children. Their determination has already made a national impact.

After 15 years leading Scotty's, I reflected on whether it was time to move on. I considered if I had taken the charity as far as I could and whether it might be time to apply what I've personally learnt on this journey somewhere else.

Ultimately though, I came to appreciate that as a team, this is what we are good at, and that there is still so much more for us to do. The learnings and successes of 2024, combined with the opportunities ahead to support more and more bereaved military families, have made me more committed than ever. Together, we are ensuring that no bereaved Forces child, and no bereaved military family, is ever forgotten.

**Stuart Robinson**  
CEO, Scotty's  
Little Soldiers



▶ Mandy Stephenson from Forces Transition Group and Andy Sloan from Scotty's.

# FINANCES & FUNDING



Scotty's had a drop of £130k of income during 2023 after a strong performance in 2022. 2024 saw a welcome return to our pre-2023 figure that surpassed the 2022 total and gave us our highest ever annual income figure at £1.69m, 13% higher than 2023. This alongside no material growth in costs means we are delighted to report a surplus for the year of £143k, which has largely been used to increase our cash reserves and to provide a degree of stability for the charity in a difficult financial climate.

In 2024, we were able to deliver our services building on our successes of 2023 whilst being able to mitigate rising costs globally, especially the impact on the third sector from both a funding and expenditure perspective. Ensuring our income returns to sustainable levels is key for us to continue to grow and deliver more for the families we support in 2025. Our cash reserves sit at six and a half months' worth of operating expenses, slightly higher than our policy of 3-6 months which allows space for future deficits as we spend the funds on our beneficiaries.

## UNRESTRICTED FUNDS

2024 saw the charity continue to focus on securing unrestricted funds which allow for greater flexibility and the opportunity to adapt to both challenges and opportunities as they present themselves throughout the year. 69% of our income was designated as unrestricted in 2024 versus 64% in 2023.

We have also continued to invest in our future sustainability by developing our senior leadership team, successfully decreasing reliance on the Founder and CEO. The Senior Leadership Team now includes team members with specific accountability for Fundraising, Finance, People and Service Delivery.

## FUNDRAISING

In 2024, our funding came from three core income streams: Community donations & fundraising, Grants & Trusts, and Corporate Partnerships. As with the previous year, we focused on fewer fundraising activities deciding to maximise limited resources on the most impactful opportunities. Sometimes this has meant turning down certain opportunities which would remove focus from those delivering the highest return on investment. With limited resources these are the difficult decisions many small charities are having to make in the current climate.

We put greater focus on growing our business partnerships through the introduction of the Scotty's Business Heroes Club (special thanks to our founding members Fortis Vision, Boom Construction, IEM and ZE Global) and also benefited from charity of the year and cause-related marketing campaigns from organisations including West Midlands Trains, BDO, Skipton Building Society, Kinected Solutions, Forcewear, and Awake Watches.

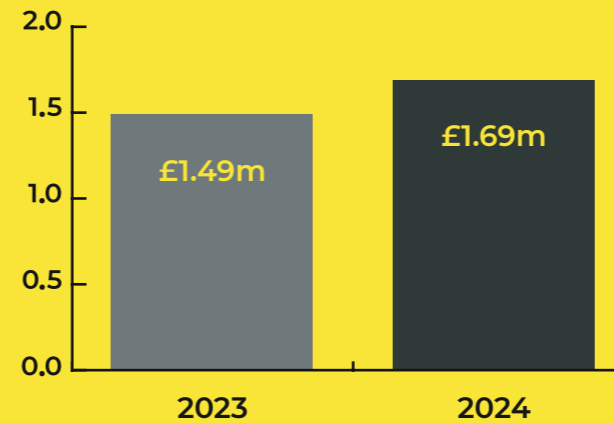
Our Annual #ScottysBall set a new fundraising record with a £54,000 profit thanks to generous auction prizes including a Spitfire flight from London Biggin Hill Airport, our Gold sponsors: OCS, Fortis Vision, Godlington, JD2E, Design Vertex, and Empath Security; and everyone who attended.



▶ Giving Days donated £7k towards repairs on the Great Yarmouth Scotty Lodge.

## INCOME

We saw significant growth in our income, reversing the drop that we experienced from 2022 to 2023.

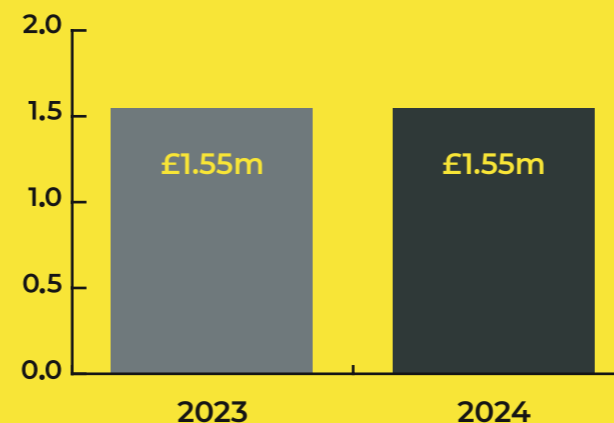


2024  
**£1,690,470**

2023  
**£1,494,064**

## EXPENDITURE

Increased demand for services and rising costs has been balanced with effective cost control, efficiencies and lower than expected spend in some functions.



2024  
**£1,546,725**

2023  
**£1,552,197**

# LOOKING AHEAD



As we step forward from 2024, our focus is on strengthening Scotty's foundations while preparing for the future. We plan to use 2025 to consolidate our learnings and fundraising successes in the latter half of the year, and to create a stable platform upon which to grow from in 2026 and beyond.



▶ Amazon staff volunteered en masse for Scotty's Christmas packathon. *Courtesy of Amazon.*

## LONGER TERM PARTNERSHIPS

Our fundraising strategy continues to evolve around three core income streams: Community, Corporate, and Grants. With limited resources, we've prioritised the opportunities that deliver the greatest impact. Community fundraising remains vital, and we're proud to support those who choose to run their own challenges and events for Scotty's. At the same time, we are being more proactive in growing corporate and business income through our Business Heroes Club and long-term strategic partnerships, with a particular emphasis on securing multi-year funding commitments. Key grant funders, especially within the Armed Forces community, also remain essential to our sustainability, and we are actively working to deepen these partnerships over the long term.

## EVIDENCE & NEED

Independent research by Alma Economics during 2024, commissioned by the Armed Forces Covenant Fund Trust, confirmed what we have long known: we are failing bereaved military families as a nation.

The study found that many families feel 'let down' and quickly forgotten after their loved one's death, while children often face long waits for specialist support. It also showed that the third sector is carrying much of the burden, but provision is fragmented and difficult to navigate. The report calls greater provision not just for children, but for the wider Armed Forces community.

In 2025, we'll continue our research and understanding of the need, whilst developing new solutions to help, which will feed into a new strategy for 2026 and beyond.

## BUILDING FOR THE FUTURE

Looking further ahead, as part of that new vision, Scotty's may evolve its services beyond children and young people to reach the wider Armed Forces community affected by loss. Children and young people will always remain at the heart of our mission, but with 15 years of specialist experience behind us, we have both the knowledge and the responsibility to share that expertise with others. Doing so will require not just an evolution of our services, but also of the Scotty's brand, which has become synonymous with supporting bereaved young people.

# TRUSTEES' REPORT & FINANCES

## TRUSTEES' REPORT

The Trustees of Scotty's Little Soldiers CIO are:

- ▶ Eamonn O'Sullivan
- ▶ Ellen Plumer
- ▶ Jason Worthy (Chair)
- ▶ Jonathan James
- ▶ Luke Priestley
- ▶ Simon Millar
- ▶ Steven Ward

The Trustees present their report and financial statements for the year ended 31 December 2024.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's governing document, the Charities Act 2011 and the 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 (FRS102).

Scotty's Little Soldiers is a Charitable Incorporated Organisation which was set up on 2nd December 2016.

The original Scotty's Little Soldiers (charity number 1136854) was established in 2010 as an unincorporated charity. Following guidance from the Charity Commission the CIO was established and became the sole trustee of the charity on 27th November 2018. The charitable activities were fully transferred to the CIO during 2023 and the original charity was dissolved in November 2024.

## OBJECTIVES & ACTIVITIES

The charity's mission is to provide relief from the effects of bereavement to children and young people who have experienced the death of a parent who served with the Armed Forces of the Crown.

## OUR OVERARCHING PROMISES ARE:

WE WANT EVERY BEREAVED SERVICE CHILD AND YOUNG PERSON TO HAVE:



Access to the very best emotional health and wellbeing support



Outstanding development opportunities



The chance to smile again

# REVIEW OF CHARITABLE ACTIVITIES & ACHIEVEMENTS FOR THE PUBLIC BENEFIT

We deliver on our promises through our three Family Programmes. Each Programme has its own four guiding principles around which all activities are focused:



## SMILES PROGRAMME

- › Creating a trusted and supportive community for bereaved Forces children and young people.
- › Building support networks and developing friendships.
- › Regular engagement throughout the year with fun and exciting opportunities.
- › Encouraging bereaved Forces children and young people to smile again.



## SUPPORT PROGRAMME

- › Resources and information to support bereaved Forces children and young people.
- › Guidance for parents and carers to help them support their child from the effects of bereavement.
- › Individual bereavement support and referral on to specialised services.
- › Bereavement based activities and events to help bereaved Forces children and young people cope with their bereavement and remember their parent.



## STRIDES PROGRAMME

- › Reducing any barriers and disadvantages faced by bereaved Forces children and young people.
- › Promoting a positive attitude to education and learning and providing opportunities to develop life skills.
- › Encouraging bereaved Forces children and young people to develop resilience and thrive.
- › Providing opportunities for bereaved Forces children and young people to achieve, succeed and celebrate successes.

During 2024, the charity helped 733 bereaved children and young people. The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.



## GRANT MAKING POLICY

The charity supports beneficiaries through the use of a number of small grants (no greater than £1,000) as part of the STRIDES Programme. There are five grant schemes available, all designed to help disadvantaged young people with educational and personal development aims; The Scotty Allowance, New School Grant, Scotty's Driving Grant, Scotty's Higher Education Grant and The Super Grant. Applications are submitted year-round via the charity's online portal and the specific criteria for each grant is explained on the charity's website.

## FINANCIAL REVIEW

The trustees are delighted to report that financially the organisation is in good health having seen a 13% increase in income to £1.69m which is our highest income figure to date. Income dropped from £1.62m in 2022 to £1.49m in 2023 so this is a very welcome change from 2023. As anticipated, we have seen rising costs and increased demand for our services however overall, we are reporting the same level of expenditure that we had in 2023 at £1.55m.

Our 2030 goal of supporting over 1,000 bereaved Forces children & young people annually will require the charity to continue to grow its income. This growth in 2024 boosts our ability to meet long-term demand whilst providing for our planned services for the year and also allows us to invest in the charity's infrastructure required to deliver on our future goals.

## RESERVES POLICY

The Trustee Board have agreed a Reserves policy in line with the charity's objectives that all

reserves shall be applied solely towards promotion of the objects of the charity. In the event of dissolution of the charity the reserves would be first used for severance payments and winding up costs. The constitution states that any surplus must be either used directly for the objects of the charity, be transferred to another charity with like for like objects or in any other manner approved by the Charity Commission. The trustees have a policy to maintain enough cash to cover between 3-6 months of charitable expenditure. This level has been chosen to help combat any short-term financial risks including declines in income and rising costs due to inflation. The level of cash held for the Group on 31st December 2024 is £571,021 (2023: £481,688) which represents 6.5 months' charitable expenditure which is an increase from 4.6 months in 2023. The Group total reserves, which includes assets such as our seven holiday homes, is £1.49m (2023: £1.34m). £1.01m (2023: £0.88m) of the reserves held are categorised as unrestricted funds, £0.47m (2023: £0.45m) are categorised as restricted funds.

## PRINCIPAL SOURCES OF INCOME & HOW EXPENDITURE MEETS OBJECTIVES

Our 5-year strategy is to develop 4-5 sustainable income streams, providing the charity with stable but diversified income. In 2024, 35% of our income came from donations and gifts (2023: 38%), with a further 28% from grant funding (2023: 29%). During 2024, we continued developing a focus on corporate fundraising focus which contributed 10% of our income in 2024 and we will continue to grow the benefits throughout 2025.

## RISK MANAGEMENT

The trustees have assessed the major risks to which the charity is exposed and are satisfied that appropriate systems are in place to mitigate exposure to these risks. The trustees have a risk management programme in place which comprises; a continuing review of the risks the charity may face; the establishment of systems and procedures to mitigate those identified risks and the implementation of procedures designed to minimise the potential impact on the charity should those risks materialise.

## PLANS FOR THE FUTURE

More detail on our plans for the future can be read earlier in the charity's Supporter Annual Review. Future plans are centred around a 5-year strategic plan which will see the charity moving closer to its longer term ambition of supporting 1,000+ bereaved children and young people annually by 2030. In the more immediate term, plans for 2025 include:

- › A focus on developing high value, multi-year partnerships with corporates.
- › A project to raise the profile of the charity with key stakeholders.
- › A new calendar of SMILES events including smaller regional activities.
- › Removing capacity barriers to additional support activities by growing our team in a sustainable way.

## STRUCTURE, GOVERNANCE & MANAGEMENT

### Governing Document

The CIO is governed by its Constitution dated 02 December 2016. It was registered as a charity with the Charity Commission on 02 December 2016.

### Trustees

The CIO currently has seven trustees. Eamonn O'Sullivan, Ellen Plumer, Jason Worthy (Chair), Jonathan James, Luke Priestley, Simon Millar and Steven Ward. The Trustees meet quarterly with the Chief Executive, Stuart Robinson and the Charity's Founder, Nikki Scott, to whom the day-to-day operations are delegated.

### Appointment of new Trustees

The CIO has a formal trustee recruitment policy and process. New or vacant trustee positions can be nominated to by the management team and the existing Trustees or can be publicly advertised for by the CIO. Those nominated and appointed are co-opted to the board pending election at the first AGM following appointment. The CIO plans to add further Trustees over the next three years to fill gaps in the board's current skill set, to replace Trustees fulfilling their full term of service, and to provide more diversity across the group. This process started during 2021 when three new Trustees were added to the board.

### Organisation

The charity is administered by a committee containing no less than three Trustees of the CIO. This committee meets four times per year. To facilitate effective operations the Chief Executive Officer has delegated authority within terms of delegation approved by the Trustees. This includes all operational matters including finance and employment. The SLT reports to the Trustees on a monthly basis via a board report.

### Related Parties

Mrs. Nichola Scott-Howlin, and Mr. Stuart Robinson are listed as Directors of the Limited Company Scotty's Little Soldiers Trading Ltd. This company was created to sell merchandise on behalf of the charity and is used for all primary-purpose trading activities. Any profits from trading activities are all donated to the charity under the gift aid scheme. No dividends or salaries are taken from the Limited Company. The CIO was confirmed by Companies House as the relevant legal entity with significant control of Scotty's Little Soldiers Trading Ltd on 11/01/2019.

### Trustee reimbursements and remuneration

No Trustees were reimbursed for their personal expenses during 2024 or remunerated for goods or services provided.

### Auditor

TC Group was appointed by the board to conduct an audit of the charity's 2024 accounts.

### Disclosure of Information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

### The Trustee Report was approved by the Board of Trustees



**Jason Worthy**  
Chair, Scotty's Little Soldiers  
21 October 2025

## STATEMENT OF TRUSTEE RESPONSIBILITIES

The Trustees are responsible for preparing the Trustee Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the CIO and of the incoming resources and application of resources of the CIO for that year.

### In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the CIO will continue in operation.

The Trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the CIO and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008

and the provisions of the trust deed. They are also responsible for safeguarding the assets of the CIO and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the CIO and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## RESPONSIBILITIES OF TRUSTEES

As explained more fully in the statement of Trustee responsibilities, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the CIO's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to cease operations, or have no realistic alternative but to do so.

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF SCOTTY'S LITTLE SOLDIERS

### Opinion

We have audited the consolidated financial statements of Scotty's Little Soldiers (the 'CIO') and its subsidiaries (the "Group") for the year ended 31 December 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and the parent CIO's affairs as at 31 December 2024 and of the Group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustee use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustee report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

### Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

### The extent to which the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
  - we identified the laws and regulations applicable to the Group through discussions with trustees and other management;
  - we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Group, including the Charities Act 2011, taxation legislation, and employment legislation;
  - we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
  - identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.
- We assessed the susceptibility of the Group's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:
- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
  - considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journals to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

### Use of our report

This report is made solely to the CIO's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the CIO's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the CIO and the CIO's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*TC Group*

Mark Cummins (Senior Statutory Auditor)  
for and on behalf of TC Group (Statutory Auditor)

31/10/2025

The Courtyard  
Shoreham Road  
Upper Beeding  
Steyning  
West Sussex  
BN44 3TN

TC Group is eligible for appointment as auditor of the CIO by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

## SCOTTY'S LITTLE SOLDIERS CIO CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2024

		Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
		2024	2024	2024	2023	2023	2023
	Notes	£	£	£	£	£	£
<b>Income from:</b>							
Donations and legacies	2	887,900	523,655	1,411,555	692,451	463,578	1,156,029
Fundraising	3	230,567	-	230,567	208,680	72,889	281,569
Other trading activities	3	48,348	-	48,348	56,466	-	56,466
<b>Total income received</b>		<b>1,166,815</b>	<b>523,655</b>	<b>1,690,470</b>	<b>957,597</b>	<b>536,467</b>	<b>1,494,064</b>
<b>Expenditure on:</b>							
Generating Funds	4	511,248	600	511,848	286,101	20,610	306,711
Charitable Activities	5	532,871	502,006	1,034,877	646,951	597,750	1,244,701
Taxation	8	-	-	-	785	-	785
<b>Total expenditure</b>		<b>1,044,119</b>	<b>502,606</b>	<b>1,546,725</b>	<b>933,837</b>	<b>618,360</b>	<b>1,552,197</b>
<b>Net (expenditure)/income for the year/Net movement in funds</b>							
		122,696	21,049	143,745	23,760	(81,893)	(58,133)
Fund balances at 1 January 2024	21	888,422	454,396	1,342,818	936,981	463,970	1,400,951
Fund transfers		3,210	(3,210)	-	(72,319)	72,319	-
<b>Fund balances at 31 December 2024</b>		<b>1,014,328</b>	<b>472,235</b>	<b>1,486,563</b>	<b>888,422</b>	<b>454,396</b>	<b>1,342,818</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

**SCOTTY'S LITTLE SOLDIERS CIO  
CONSOLIDATED BALANCE SHEET  
AS AT 31 DECEMBER 2024**

	Notes	Group 2024 £	Group 2023 £	CIO 2024 £	CIO 2023 £
<b>Fixed assets</b>					
Intangible assets	11	33,558	38,695	31,878	36,774
Tangible assets	12	491,174	565,821	490,624	565,175
Investments	13	-	-	3	3
		524,732	604,516	522,505	601,952
<b>Current assets</b>					
Stocks	15	26,113	29,768	-	-
Debtors	16	468,117	371,915	488,984	402,797
Cash at bank and in hand		571,021	481,688	567,329	477,217
		1,065,251	883,371	1,056,313	880,014
<b>Creditors: amounts falling due within one year</b>	17	(103,420)	(145,069)	(101,480)	(135,946)
		961,831	738,302	954,833	744,068
<b>Net current assets</b>		961,831	738,302	954,833	744,068
Provision for liabilities		-	-	-	-
<b>Total assets less current liabilities</b>		1,486,563	1,342,818	1,477,338	1,346,020
<b>Income funds</b>					
Restricted funds	19	472,235	454,396	472,235	454,396
Unrestricted funds		1,014,328	888,422	1,005,103	891,624
		1,486,563	1,342,818	1,477,338	1,346,020

The financial statements were approved by the Trustees on 21/10/2025.



Jason Worthy  
**Chairman**



Simon Millar  
**Trustee**

**SCOTTY'S LITTLE SOLDIERS CIO  
CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 DECEMBER 2024**

	Notes	2024		2023	
		£	£	£	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	24		89,848		154,968
<b>Investing activities</b>					
Proceeds from disposal of tangible fixed assets		220		130	
Purchase of tangible fixed assets		(6,954)		(1,508)	
<b>Cash flows from financing activities</b>					
Interest received		6,219		1,728	
			6,219		1,728
<b>Net cash used in financing activities</b>					
			6,219		1,728
<b>Increase/(decrease) in cash and cash equivalents</b>					
			89,333		155,318
Cash and cash equivalents at beginning of year			481,688		326,370
			571,021		481,688
<b>Cash and cash equivalents at end of year</b>					

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

### Opinion

#### 1 Accounting policies

##### Charity information

Scotty's Little Soldiers is a charitable incorporated organisation (CIO). The principal office for the CIO and its two subsidiaries is PO box 1273, King's Lynn DO, PE30 9HD.

#### 1.1 Basis of accounting

The financial statements have been prepared in accordance with the CIOs governing document, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the Group. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Basis of accounting and consolidation

These financial statements consolidate the results of the CIO, its unincorporated charitable subsidiary Scotty's Little Soldiers (charity number 1136854) and its trading subsidiary Scotty's Little Soldiers Trading Limited (company number 07667490). The trading subsidiary is a private company limited shares, registered in England and Wales.

A separate statement of financial activities is not presented for the CIO itself following the exemptions available under the Charities SORP.

#### 1.3 Going concern

The trustee considers that there are no material uncertainties about the Group's ability to continue as a going concern.

At the time of approving the financial statements, the trustee has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus the trustee continues to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.4 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

The Charity has a restricted income fund to account for situations where a donor or grant provider requires that a donation or grant must be spent on a particular purpose or where funds have been raised for a particular purpose. All other funds are unrestricted income funds.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

#### 1.5 Incoming resources

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Assets for distribution are recognised only when distributed. Assets given for use by the Charity are recognised when receivable. Stocks of undistributed donated goods are not valued for balance sheet purposes.

Grant income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

#### 1.6 Resources expended

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being unavoidable.

· Costs of generating funds are those costs incurred in trading activities that raise funds.

· Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with the constitutional and statutory requirements.

Costs for charitable activities are recognised when the liability is incurred.

#### 1.7 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software ..... 10% straight line

#### 1.8 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

##### Capitalisation of fixed assets

Tangible fixed assets are capitalised at original cost of acquisition. Donated tangible fixed assets which do not have a cost to the Charity are capitalised at their current value at the date of donation.

Lodges ..... 4% straight line

Lodge and office equipment ..... 25% straight line

Computers ..... 25% reducing balance

Motor vehicles ..... 25% reducing balance

Scotty's Little Soldiers Trading Limited

Fixtures and fittings ..... 15% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in the statement of financial activities.

### 1.9 Impairment of Fixed Assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

### 1.10 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

### 1.11 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

### 1.12 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

#### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

#### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

### 1.13 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

### 1.14 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

### 1.15 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

### 1.16 Taxation

*Scotty's Little Soldiers Trading Limited*

The tax expense represents the sum of the tax currently payable and deferred tax.

#### **Current tax**

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

#### **Deferred tax**

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the profit and loss account, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset when the company has a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

### 1.17 Judgements and key sources of estimation uncertainty

*Scotty's Little Soldiers Trading Limited*

In the application of the company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## 2 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Donations and gifts	596,901	-	596,901	562,434	11,210	573,644
Legacies	48,988	-	48,988	-	-	-
Grants	32,000	470,155	502,155	33,057	399,368	432,425
Corporate	176,678	53,500	230,178	58,133	53,000	111,133
Overwatch	33,333	-	33,333	38,827	-	38,827
<b>Total income</b>	<b>887,900</b>	<b>523,655</b>	<b>1,411,555</b>	<b>692,451</b>	<b>463,578</b>	<b>1,156,029</b>

## 3 Fundraising & trading

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Fundraising events	56,814	-	56,814	80,088	-	80,088
Corporate fundraising	163,863	-	163,863	123,882	72,889	196,771
Other Income	9,891	-	9,891	4,710	-	4,710
Trading Activities	48,347	-	48,347	56,466	-	56,466
<b>Total income</b>	<b>278,915</b>	<b>-</b>	<b>278,915</b>	<b>265,146</b>	<b>72,889</b>	<b>338,035</b>

## 4 Cost of generating funds

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Donations, grants and legacies	45,627	-	45,627	48,463	16,339	64,802
Team costs	162,081	600	162,681	118,745	4,271	123,016
Share of support costs	268,127	-	268,127	59,023	-	59,023
<b>Fundraising and publicity</b>	<b>475,835</b>	<b>600</b>	<b>476,435</b>	<b>226,231</b>	<b>20,610</b>	<b>246,841</b>
Trading activities	35,413	-	35,413	59,870	-	59,870
<b>Total expenditure</b>	<b>511,248</b>	<b>600</b>	<b>511,848</b>	<b>286,101</b>	<b>20,610</b>	<b>306,711</b>

This expenditure represents the costs to the Group of raising funds via our core income streams of grants, corporate, donations and fundraising.

## 5 Charitable activities

	Smiles Programme	Strides Programme	Support Programme	Families Central Programme	Total	Total
	2024	2024	2024	2024	2024	2023
	£	£	£	£	£	£
Team costs	59,117	65,128	112,518	4,701	241,464	199,448
Beneficiary gifts & vouchers	67,351	-	-	-	67,351	48,262
Beneficiary events	10,893	-	40,120	-	51,013	159,048
Respite breaks	160,677	-	-	-	160,677	158,777
Bereavement resources	8,466	8,992	2,416	4,201	24,075	43,398
	306,504	74,120	155,057	8,902	544,580	608,933
Grant funding of activities (see note 6)	-	45,775	-	-	45,775	43,991
Share of support costs (see note 7)	177,094	101,945	156,634	8,849	444,522	591,777
	483,598	221,840	311,691	17,751	1,034,877	1,244,701
<b>Analysis by fund</b>						
Unrestricted funds	241,370	110,587	169,041	11,873	532,871	646,951
Restricted funds	242,228	111,253	142,647	5,878	502,006	597,750
	483,598	221,840	311,688	17,751	1,034,877	1,244,701

For the year ended 31 December 2023

	Smiles Programme	Strides Programme	Springboard Programme	Support Programme	Families Central Programme	Total	Total
	2023	2023	2023	2023	2023	2023	2022
	£	£	£	£	£	£	£
Team costs	59,085	41,060	16,391	77,978	4,934	199,448	196,615
Beneficiary gifts & vouchers	48,262	-	-	-	-	48,262	46,168
Beneficiary events	90,883	26,968	-	41,197	-	159,048	104,498
Respite breaks	158,777	-	-	-	-	158,777	134,848
Beneficiary bereavement resources	4,283	11,353	322	13,173	14,267	43,398	18,698
	361,290	79,381	16,713	132,348	19,201	608,933	500,827
Grant funding of activities (see note 6)	-	28,310	15,681	-	-	43,991	45,268
Share of support costs (see note 7)	171,948	119,492	47,701	226,927	14,359	580,427	463,314
Share of governance costs (see note 7)	3,362	2,337	933	4,437	281	11,350	12,156
	536,600	229,520	81,028	363,712	33,841	1,244,701	1,021,565
<b>Analysis by fund</b>							
Unrestricted funds	256,148	114,687	49,994	206,615	19,507	646,951	520,322
Restricted funds	280,452	114,833	31,034	157,097	14,334	597,750	501,243
	536,600	229,520	81,028	363,712	33,841	1,244,701	1,021,565

6 Grants paid

	Strides Programme	Total 2024	Total 2023
	£	£	£
Grants to individuals:			
Beneficiaries' grants	45,775	45,775	43,991
	45,775	45,775	43,991

7 Support costs

	Support costs	Governance costs	Total 2024	Allocation basis	Support costs	Governance costs	Total 2023
	£	£	£		£	£	£
Team costs	467,673	-	467,673	Time spent	416,629	-	416,629
Depreciation	86,181	-	86,181	Asset usage	49,521	-	49,521
Other office costs	81,569	-	81,569	IT usage	106,974	-	106,974
Premises expenses	20,316	-	20,316	Floor space	30,654	-	30,654
Marketing	23,976	-	23,976	Content objective	25,817	-	25,817
Insurance	4,034	-	4,034	Team costs	4,240	-	4,240
Bank charges	845	-	845	Income split	292	-	292
Vehicle costs	2,909	-	2,909	Car usage	5,323	-	5,323
Auditors' remuneration – for audit	-	11,472	11,472	Legal requirement	-	11,350	11,350
Legal fees	-	13,674	13,674	Team costs for payroll	-	-	-
	687,503	25,146	712,649		639,450	11,350	650,800
Analysed between:							
Fundraising	268,127	-	268,127		59,023	-	59,023
Charitable activities	419,377	25,146	444,522		580,427	11,350	591,777
	687,503	25,146	712,649		639,450	11,350	650,800

## 8 Taxation

	Group 2024	Group 2023	CIO 2024	CIO 2023
	£	£	£	£
Origination and reversal of timing differences	-	785	-	-
	<u>-</u>	<u>785</u>	<u>-</u>	<u>-</u>

## 9 Trustees

None of the trustees of the CIO or group (or any persons connected with them) other than set out below received any remuneration during the year or the prior year.

During the year, no expenses were paid to the trustees or those closely connected to trustees (2023 - £Nil).

## 10 Employees

The average monthly number of employees during the year was:

	2024	2023
	Number	Number
	<u>19</u>	<u>23</u>

	2024	2023
	£	£
Employment costs		
Wages and salaries	747,977	656,078
Social security costs	74,705	59,576
Pension costs	15,989	14,037
	<u>838,671</u>	<u>729,691</u>

The total employee benefits of the key management personnel for the Charity were £338,980 (2023 - £174,289).

The number of employees whose annual remuneration was £60,000 or more were:

	2024	2023
	Number	Number
£60,001 - £70,000	<u>1</u>	<u>1</u>

Total settlements made in termination of employment:

	2024	2023
	<u>£20,091</u>	<u>-</u>

## 11 Intangible fixed assets

GROUP	Software £
<b>Cost</b>	
At 1 January 2024	51,365
Additions	-
At 31 December 2024	<u>51,365</u>
<b>Amortisation and impairment</b>	
At 1 January 2024	12,671
Amortisation charged for the year	5,136
At 31 December 2024	<u>17,807</u>
<b>Carrying amount</b>	
At 31 December 2024	<u>33,558</u>
At 31 December 2023	<u>38,695</u>

CIO	Software £
<b>Cost</b>	
At 1 January 2024	48,965
Additions	-
At 31 December 2024	<u>48,965</u>
<b>Amortisation and impairment</b>	
At 1 January 2024	12,191
Amortisation charged for the year	4,896
At 31 December 2024	<u>17,087</u>
<b>Carrying amount</b>	
At 31 December 2024	<u>31,878</u>
At 31 December 2023	<u>36,774</u>

## 12 Tangible fixed assets

GROUP	Lodges	Furniture, fixtures & equipment	ICT Equipment	Motor vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 January 2024	779,039	25,596	42,382	25,813	872,830
Additions	-	-	6,954	-	6,954
Disposals	-	-	(350)	-	(350)
Impairment	(39,500)	-	-	-	(39,500)
At 31 December 2024	<u>739,539</u>	<u>25,596</u>	<u>48,986</u>	<u>25,813</u>	<u>839,934</u>
<b>Depreciation</b>					
At 1 January 2024	250,036	18,219	21,573	17,180	307,008
Charge for the year	29,582	3,274	6,891	2,158	41,905
Eliminated on disposal	-	-	(153)	-	(153)
At 31 December 2024	<u>279,618</u>	<u>21,493</u>	<u>28,311</u>	<u>19,338</u>	<u>348,760</u>
<b>Carrying amount</b>					
At 31 December 2024	<u>459,921</u>	<u>4,103</u>	<u>20,674</u>	<u>6,475</u>	<u>491,174</u>
At 31 December 2023	<u>529,002</u>	<u>7,377</u>	<u>20,808</u>	<u>8,633</u>	<u>565,821</u>

CIO	Lodges	Furniture, fixtures & equipment	ICT Equipment	Motor vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 January 2024	779,038	20,786	42,382	25,813	868,020
Additions	-	-	6,954	-	6,954
Disposals	-	-	(350)	-	(350)
Impairment	(39,500)	-	-	-	(39,500)
At 31 December 2024	<u>739,539</u>	<u>20,786</u>	<u>48,986</u>	<u>25,813</u>	<u>835,125</u>
<b>Depreciation</b>					
At 1 January 2024	250,036	14,056	21,573	17,180	302,845
Charge for the year	29,582	3,177	6,891	2,158	41,808
Eliminated on disposal	-	-	(153)	-	(153)
At 31 December 2024	<u>279,618</u>	<u>17,233</u>	<u>28,311</u>	<u>19,338</u>	<u>348,760</u>
<b>Carrying amount</b>					
At 31 December 2024	<u>459,921</u>	<u>3,554</u>	<u>20,675</u>	<u>6,475</u>	<u>490,624</u>
At 31 December 2023	<u>529,002</u>	<u>6,731</u>	<u>20,809</u>	<u>8,633</u>	<u>565,174</u>

## 13 Fixed asset investments

	2024 £	2023 £
Investments in trading subsidiaries	<u>3</u>	<u>3</u>
<b>Movements in fixed asset investments</b>		<b>Shares £</b>
Cost or valuation as at 1 January 2024 and 31 December 2024		3
Carrying amount as at 1 January 2024 and 31 December 2024		3

Details of the group's subsidiaries at 31 December 2024 are as follows:

Name of undertaking	Country of incorporation or residency	Nature of business	Class of shareholding	% Held	
				Direct	Indirect
Scotty's Little Soldiers Trading Limited (reg 07667490)	United Kingdom	Trading company	Ordinary	100.00	-
Scotty's Little Soldiers (reg 1136854)	United Kingdom	Unincorporated charity	N/A	N/A	N/A

A summary of the subsidiaries performance and assets is shown below:

	Trading 2024 £	Charity 2024 £	Trading 2023 £	Charity 2023 £
Income	48,347	-	56,466	1,438,490
Expenditure	<u>(33,904)</u>	<u>-</u>	<u>(60,625)</u>	<u>(1,491,542)</u>
	14,443	-	(4,159)	(53,052)
Donations to parent Charity	(818)	-	(137)	-
Tax on profit	-	-	(785)	-
Surplus/(deficit)	<u>13,625</u>	<u>-</u>	<u>(5,081)</u>	<u>(53,052)</u>
Net assets/(liabilities)	<u>10,428</u>	<u>-</u>	<u>(3,197)</u>	<u>-</u>

At 31 December 2023, the net assets were transferred from Charity to the CIO. During 2024, the old Charity (reg 1136854) was removed from the register on 1st November 2024.

#### 14 Financial Instruments

	2024	2023
	£	£
<b>GROUP</b>		
<b>Carrying amount of financial assets</b>		
Cash at bank and in hand	571,021	481,688
Debtors measured at amortised cost	469,318	371,915
	<u>1,040,339</u>	<u>853,603</u>
<b>Carrying amount of financial liabilities</b>		
Creditors measured at amortised cost	<u>103,420</u>	<u>145,069</u>
<b>CIO</b>		
<b>Carrying amount of financial assets</b>		
Cash at bank and in hand	567,329	477,217
Debtors measured at amortised cost	488,984	402,797
Equity instruments measured at cost less impairment	3	3
	<u>1,056,316</u>	<u>880,017</u>
<b>Carrying amount of financial liabilities</b>		
Creditors measured at amortised cost	<u>101,480</u>	<u>135,946</u>

Note: 2023 has been restated to include cash at bank and in hand balance and CIO creditors

#### 15 Stocks

	Group 2024	Group 2023	CIO 2024	CIO 2023
	£	£	£	£
Finished goods and goods for resale	26,113	29,768	-	-

#### 16 Debtors

	Group 2024	Group 2023	CIO 2024	CIO 2023
	£	£	£	£
<b>Amounts falling due within one year:</b>				
Trade debtors	46,937	-	46,937	-
Other debtors	37,484	47,700	58,351	80,039
Accrued income	304,874	244,124	304,874	244,124
Prepayments	78,822	80,091	78,822	78,634
	<u>468,117</u>	<u>371,915</u>	<u>488,984</u>	<u>402,797</u>

#### 17 Creditors: amounts falling due within one year

	Group 2024	Group 2023	CIO 2024	CIO 2023
	£	£	£	£
Trade creditors	74,217	105,416	73,977	100,464
Other creditors	15,503	20,852	15,503	20,852
Corporation tax	-	-	-	-
Accruals and deferred income	13,700	18,801	12,000	14,630
	<u>103,420</u>	<u>145,069</u>	<u>101,480</u>	<u>135,946</u>

#### 18 Retirement benefit schemes

The subsidiary Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £15,989 (2023 - £14,037).

## 19 Restricted funds

	Balance at 1 January 2024	Incoming Resources	Resources expended	Transfers	Balance at 31 December 2024
	£	£	£	£	£
Help Their Children Smile	100,450	363,350	(235,645)	(963)	227,192
Bereavement Support Resources	68,356	95,538	(126,154)	(1,252)	36,487
Educational Support and Resources	277,884	54,067	(124,670)	(674)	206,606
Supporting Bereaved Young Adults	6,688	10,000	(15,405)	(257)	1,025
Voice of Bereaved Military Children	1,023	700	(732)	(65)	925
	<u>454,396</u>	<u>523,655</u>	<u>(502,606)</u>	<u>(3,211)</u>	<u>472,235</u>

**Help Their Children Smile** – This funding has been provided by a number of funders in order to provide respite breaks, gifts at poignant times of the year and put on events to encourage bereaved military children to have fun and smile again and to help ensure they do not feel alone in their grief.

**Bereavement Support Resources** – This funding has been provided by a number of funders in order to provide 1:1 Support sessions, bereavement resources and attend events which allow bereaved military children and young people to remember their parent who has died, cope with the effects of bereavement, promote emotional wellbeing and to reduce any feelings of isolation.

**Educational Support and Resources** – This funding has been provided by a number of funders in order to provide educational support, school year group transitions and grants to partake in skill building activities to bereaved military children to boost their confidence and self-esteem, to promote self-development and learning opportunities and to ensure they are not disadvantaged because of their bereavement.

**Supporting Bereaved Young Adults** – This funding has been provided by a number of funders in order to provide grants to partake in skill building activities, a podcast and support to bereaved military young adults (aged from 18-25) to promote self-development and learning opportunities, provide resources to help them cope with the effects of their bereavement and to offer them opportunities to remember their parent who has died.

**Voice of Bereaved Military Children** - This funding has been provided by a number of funders and allows our bereaved military children and young adults to partake in discussions and activities to help us understand what services and offerings we can provide to best support them throughout their bereavement and ensure they are not disadvantaged as a result of it.

*The transfers relate to when restricted funds have been utilised to fund assets which are not required to be held in our restricted funds. Transfers were also made between the allocation of our support costs over the project funds to ensure they are best meeting their objectives.*

## Prior Year Analysis of Funds

	Balance at 1 January 2023	Incoming Resources	Resources expended	Transfers	Balance at 31 December 2023
	£	£	£	£	£
Help Their Children Smile	54,155	254,686	(285,669)	77,277	100,449
Bereavement Support Resources	90,942	161,327	(151,000)	(32,914)	68,355
Educational Support and Resources	252,071	99,586	(138,496)	64,722	277,883
Supporting Bereaved Young Adults	59,168	19,124	(29,574)	(42,031)	6,687
Voice of Bereaved Military Children	7,634	1,744	(13,621)	5,265	1,022
	<u>463,970</u>	<u>536,467</u>	<u>(618,360)</u>	<u>72,319</u>	<u>454,396</u>

## 20 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 January 2023	Incoming Resources	Resources expended	Balance at 1 January 2024	Incoming Resources	Resources expended	Balance at 31 December 2024
	£	£	£	£	£	£	£
Overwatch	-	38,828	(38,828)	-	33,333	(33,333)	-
	<u>-</u>	<u>38,828</u>	<u>(38,828)</u>	<u>-</u>	<u>33,333</u>	<u>(33,333)</u>	<u>-</u>

The Overwatch programme is a subscription-based programme available to its members and supporters who have exclusive access to Scotty's additional content. The designated funds during the year were spent on Families programmes.

## 21 Group analysis of net assets between funds

	Unrestricted 2024	Restricted 2024	Total 2024	Unrestricted 2023	Restricted 2023	Total 2023
	£	£	£	£	£	£
Fund balances at 31 December 2024 are represented by:						
Intangible fixed assets	18,438	15,120	33,558	21,415	17,280	38,695
Tangible assets	483,604	7,569	491,173	555,730	10,091	565,821
Net current assets	<u>512,286</u>	<u>449,546</u>	<u>961,832</u>	<u>311,277</u>	<u>427,025</u>	<u>738,302</u>
	<u>1,014,328</u>	<u>472,235</u>	<u>1,486,563</u>	<u>888,422</u>	<u>454,396</u>	<u>1,342,818</u>

## 22 The charitable activities have been supported by the following donors

We are very grateful to our supporters and donors who have so generously funded our work. These are acknowledged under the terms and conditions of the following grants and donations:

Funder	Value
Veterans Foundation .....	£200,000
Forces Support .....	£96,000
Annington .....	£50,000
Lloyds Patriotic Fund .....	£35,000
Army Benevolent Fund .....	£35,000
Lest We Forget Association .....	£21,466
The National Lottery .....	£20,000

## 23 Related party transactions

Scotty's Little Soldiers CIO owns 100% of Scotty's Little Soldiers. On the 31 December 2023, the transfer of all assets and liabilities were made from Scotty's Little Soldiers (charity registration number 1136584) to this entity.

As at 31 December 2024, Scotty's Little Soldiers Trading Limited owed Scotty's Little Soldiers £23,185 (2023-£35,443) in respect of a loan provided for the purchase of merchandise and paid expenses. Interest was charged and paid on this loan totalling £511 for the year. A strategic plan is in place to ensure that Trading pays the loan off to Charity over the course of the next few years. This loan was transferred to Scotty's Little Soldiers CIO as part of the transfer of all assets and liabilities and the loan will continue to be paid off as planned.

## 24 Cash generated from operations

	2024	2023
	£	£
Surplus/(deficit) for the year	143,745	(58,133)
Adjustments for:		
(Profit)/Loss on disposal of tangible fixed assets	(22)	529
Amortisation and impairment of intangible assets	5,136	5,136
Depreciation and impairment of tangible fixed assets	81,405	44,267
Interest received	(6,219)	(1,728)
Movements in working capital:		
(Increase)/decrease in stocks	3,656	19,210
(Increase)/decrease in debtors	(96,202)	40,871
Increase/(decrease) in creditors	(41,649)	104,816
<b>Cash generated from operations</b>	<b>89,848</b>	<b>154,968</b>

# THANK YOU FOR YOUR SUPPORT

We're so grateful to everyone who's stood beside us this year — from our incredible fundraisers and supporters to the amazing organisations whose grants and partnerships help us keep Scotty's promise to bereaved British Forces children and young people. **The following funders and corporates have played a special part in making that possible:**

## OUR FUNDERS

### GRANTS

- › Veterans' Foundation
- › Forces Support
- › Armed Forces Covenant Fund Trust
- › Lloyd's Patriotic Fund
- › Lest We Forget Association
- › Army Benevolent Fund
- › Army Central Fund
- › National Lottery Community Fund
- › The Childwick Trust
- › Royal Navy & Royal Marines Charity
- › Artemis Charitable Foundation
- › The Joron Charitable Trust
- › Trinity House Maritime Charity
- › Advanta Foundation
- › Dame Vera Lynn Charitable Trust
- › Giving Days
- › Dandia Charitable Trust
- › Kristina Martin Charitable Foundation
- › Makers of Playing Cards Charity
- › PB Coffey & Family Charitable Trust
- › Fowler Smith & Jones Trust
- › RAF Music Charitable Trust

### CORPORATE

- › Aiimi
- › Amazon
- › Annington Homes
- › Aurora
- › Awake Watches
- › BAE Systems
- › BBS Law
- › BDO
- › Boom Construction
- › Cadent Gas
- › Calteq
- › CME Group
- › Collins Aerospace (Actuation Systems)
- › CXC Consulting
- › Experian
- › Farley Hospital
- › FNH
- › Forcewear
- › Forces Transition Group
- › Fortis Vision
- › Gough's Solicitors
- › Greenergy International
- › Integrated Estate Management
- › Irwin Mitchell
- › JD2E
- › Kinected Solutions
- › Lazarus Consultancy
- › Legal & General Modular Homes
- › London Biggin Hill Airport
- › Mace
- › MUJV
- › NFU Mutual
- › Next PLC
- › North Oakley Sporting Club
- › Northern Trust
- › Ocado
- › OCS Group
- › One Financial Solutions
- › Osborne Clarke
- › Pro Facilities
- › Project Furniture
- › Rail Delivery Group
- › Skipton Building Society
- › South Western Railway
- › UK Power Networks
- › Vectra AI
- › Vinci Construction
- › West Midlands Railway
- › ZE Global
- › Zertus UK

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Registered Charity No. 1170528



**SCOTTY'S LITTLE SOLDIERS**

England & Wales - Charity number 1170528

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# Accounts

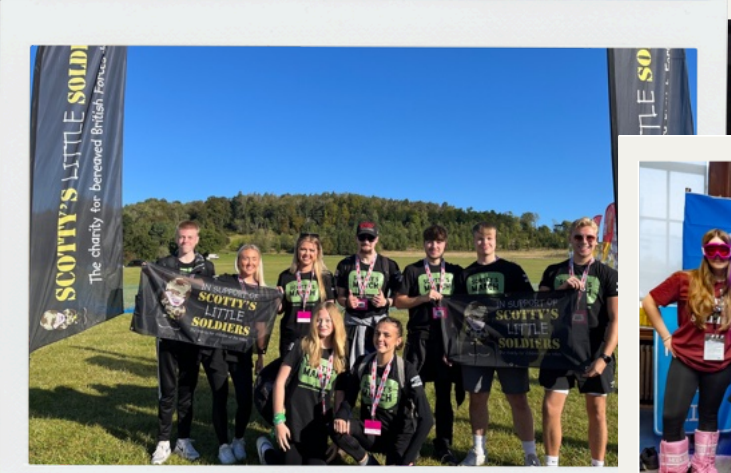
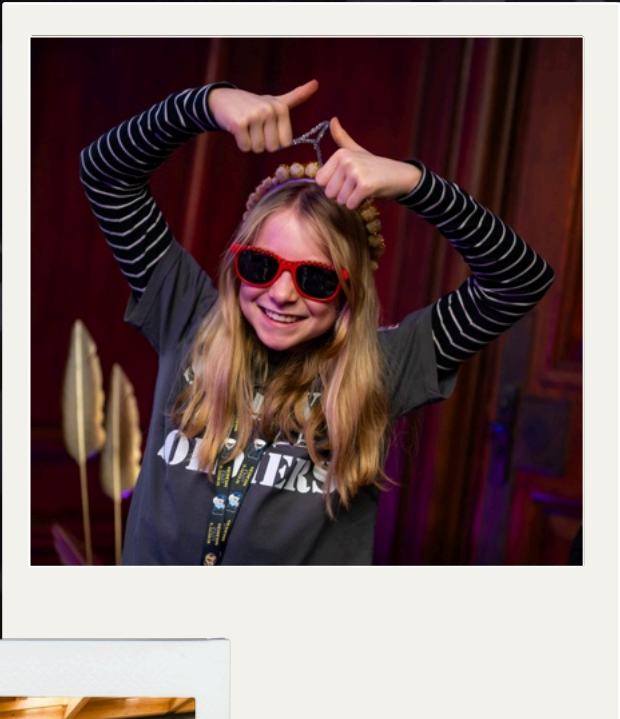
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**SCOTTY'S  
LITTLE  
SOLDIERS**

**20**

**23**

**ANNUAL REVIEW**



# A NOTE FROM NIKKI

## OUR MISSION

To provide relief from the effects of bereavement to children & young people who have experienced the death of a parent who served with the British Armed Forces.

## CONTENTS

- » Nikki's Note
- » Our Core Values
- » 2023 at a Glance
- » Our Programmes
- » Our Members 2023
- » Scotty's Council
- » CEO's Message
- » Finances
- » Trustees' Report
- » Financial Statements

I'm incredibly proud to share that in 2023, Scotty's supported a record-breaking 659 children and young people who have experienced the death of a parent who served in the British Armed Forces. That's 659 children who know they aren't alone, feel connected to a community that understands their grief, and can turn to Scotty's for comfort and support in their darkest moments.

But here's the reality: for the first time ever, our income hasn't kept pace with the growing number of families turning to us for help. And yet, the need for our services has never been clearer.

New research in 2024 revealed that each year, over 2,100 children and young people in the UK experience the death of a parent who served. In total, more than 21,000 people are affected by bereavement within the military community annually. These numbers show just how many more children could benefit from our support if only they knew about us.

Despite these challenges, we exceeded our goal last year by welcoming 76 new members into the Scotty's family. It's always a bittersweet moment to see new faces join us—we're deeply saddened by their circumstances, but grateful they've found a supportive community with Scotty's.

Throughout 2023, I've witnessed countless moments that reaffirm why we do what we do. Like when one of our Springboarders took a life-changing trip to the Philippines to help disadvantaged children, or when a Scotty Member became the Junior Brazilian Jiu-Jitsu World Champion.

It was also incredible to see how much our Scotty's Council gained from a two-day trip to Sky Studios in April,

where they were given an insight into the media and entertainment sectors and received media training to support them on their mission to become the voice of bereaved military children.

The Council has also worked incredibly hard on an animation to raise awareness of the unique challenges faced by young people who have experienced the death of a parent in the Armed Forces. This is part of our STRIDES Programme, which aims to ensure young people like them feel sensitively supported in their education journey.

I must give a special mention to Scotty Member Jack Rigby, who raised an incredible £120k for Scotty's in honour of his dad, Fusilier Lee Rigby, to mark the 10th anniversary of his death. We've seen so many of our members working hard to raise funds for the charity by taking on various challenges and events. It was wonderful to see so many members and supporters at Scotty's March in October, where participants took on 10km, 25km, or 50km in Chiltern's finest countryside.

Nothing makes me prouder than seeing our members so determined to give back—it reassures me that we are making a real difference in their lives. Whether it's £1 or £100,000 raised, we are incredibly grateful and proud.

This year, we also welcomed Prince Harry, The Duke of Sussex, as Scotty's Global Ambassador. He has been a supporter of the charity for several years and has always shown a genuine interest in our work. The time felt right to formalize this relationship. Having experienced bereavement as a child himself and served in the British Armed Forces, Prince Harry truly resonates with our members. They know he understands them and the challenges they face. His support will help raise awareness of Scotty's, enabling us to reach and support even more bereaved children and young people.

We know there's still so much work to be done, and I want to thank everyone who has been part of our journey. Please stay with us and help us make a difference in the lives of more young people—it's what their parents would have wanted.

*Nikki Scott*

**Nikki Scott, BEM**  
Founder, Scotty's Little Soldiers

“ In 2023 we welcomed 76 new members, which is always sad to see, but equally we are so glad those children now have Scotty's. ”





# OUR PROMISES

WE WANT EVERY BEREAVED FORCES CHILD AND YOUNG PERSON TO HAVE:



Access to the very best emotional health and well-being support



Outstanding development opportunities



The chance to smile again

## OUR CORE VALUES



### FAMILIES COME FIRST

Our beneficiaries are the sole reason we are here. For every decision we make and every action we take, we ask ourselves how this takes us closer to completing our Mission.



### EVERYONE A SUPPORTER, EVERY SUPPORTER A V.I.P

Everyone who walks through our doors has the potential to support the charity. Without that support we can't achieve our Mission. Everyone is a potential supporter & every supporter should be treated like a V.I.P.



### LOVE WHAT YOU DO

When you truly love what you do it shouldn't feel like work, and when it doesn't feel like work you can achieve great things. We work as a team towards one goal, our Mission.



### REMEMBER EVERY DAY

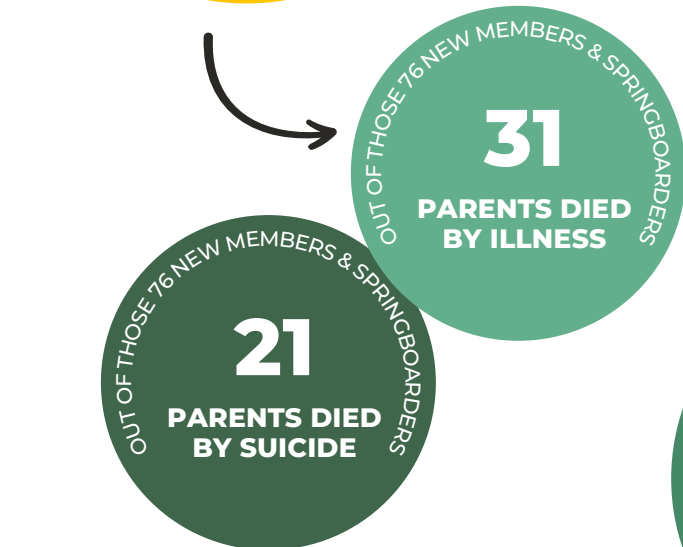
For our beneficiaries Remembrance isn't just one day of the year, it's everyday of the year. We remember the sacrifices made by these families, everyday.

# AT A GLANCE

A quick look into the work of Scotty's, highlighting key milestones, achievements and the positive difference Scotty's makes on bereaved military children and young people.



## MILITARY SERVICE BREAK DOWN



# OUR PROGRAMMES

Scotty's services are delivered through 3 Family Programmes:



## SMILES FUN & ENGAGEMENT

*The SMILES Programme is all about fun and engagement and includes activities, gifts and group events, which have the purpose of making bereaved military children and young people smile again and reminds them they aren't alone and are part of a supportive community.*



## OUR SPRINGBOARDERS 18-25 YEAR OLDS



## SUPPORT EMOTIONAL HEALTH & WELLBEING

*The SUPPORT Programme looks after emotional health and wellbeing and includes information and guidance on childhood bereavement for parents and carers, and 1:1 bereavement support for children and young people.*



*During 2023 we decided to remove our dedicated SPRINGBOARD Programme and instead create bespoke offers within our 3 core Programmes for young adults.*



## STRIDES EDUCATION & DEVELOPMENT

*The STRIDES Programme focuses on the education and development needs of bereaved Forces children and young people. This includes promoting a positive attitude to learning and providing opportunities to develop life skills. It also includes a range of small educational grants.*



# SMILES PROGRAMME



The **SMILES Programme** is the flagship programme of Scotty's Little Soldiers.

Research has demonstrated that following the death of a parent, a family's ability to communicate and support each other can have profound impact on the long-term wellbeing of the child or young person. Feeling part of a wider community can help improve the outcomes of a bereaved child.

The **SMILES Programme** aims to give those opportunities to families, by providing respite holidays, holding events for bereaved families to meet each other, and making sure bereaved children never feel forgotten during difficult times.

## GIFTS & VOUCHERS

Throughout the year, Scotty's SMILES Programme makes sure each child or young person doesn't feel forgotten at particularly difficult times and knows that support is available and the community stands with them. In 2023 this was achieved by sending out **641 gifts at Christmas, 586 children received a birthday card or gift, and 598 children received a voucher on the anniversary of their parent's death.**

Remembrance weekend is another challenging time for children who have experienced the death of a parent who served and it is important for bereaved children to feel seen and supported by the wider community. In 2023, 581 children received a voucher from Scotty's for Remembrance weekend, to enable the family to go for a meal and remember their loved one.



# SMILES PROGRAMME



## SCOTTY RESPITE BREAKS

**Scotty Respite Breaks give families in need of some time away a chance to have fun again as a family, building family cohesion and communication and a chance to remember the parent who died, whilst feeling part of the wider military community.**

During 2023, **159 families took a Scotty Respite Break**, which included 250 children and young people.

In 2023 100% of families attending respite breaks reported an improvement in family communication, and an increased sense of belonging and community. This included 82% of families reporting a positive impact on feeling connected to the military community, with 50% reporting that impact to be quite strong.

96% felt the break had provided an opportunity to remember the parent who died, and 81% felt that outcome was quite strong.

103 families had been able to use the opportunity of the break to see extended family or friends, further extending the sense of community and belonging to the bereaved child, and 36% had been able to meet up with extended family of the parent who had died.

**All families had felt that the break had provided the quality time their family needed, with new memories being created and having fun again as a family.**



## WINTER FESTIVAL

Christmas can be a challenging time for children who experienced the death of a parent. To help provide an opportunity for children to feel more connected to their peers, Scotty's holds an annual Winter Festival for our members under the age of 18. In 2023, **137 children attended the Winter Festival which was held in London.**

**81% of children attending the Winter Festival felt it improved their sense of belonging**, 76% felt it helped them make friends in their wider life and 63% felt able to talk about their parent after attending.

In addition to helping bereaved children through a particularly difficult time of the year, the skills developed at the festival such as the ability to make new friends, and the ability to talk about the parent who died, will have a positive impact throughout their childhood.



# STRIDES PROGRAMME



Scotty's Little Soldiers STRIDES Programme aims to help mitigate some of the negative educational and employment outcomes associated with childhood bereavement.

## THE IMPACT OF BEREAVEMENT

Research has shown that childhood bereavement is associated with men being less likely to be employed at age 30, and women failing to gain any sort of qualification and being less likely to be employed at 30.

The impact of bereavement appears early, with studies demonstrating that by age 16, a bereaved child is likely to have lower attainment and aspirations for continued learning.

**Within the military community, there can be unique challenges for education.** The Armed Forces Covenant Annual report in 2019 noted that the proportion of children from military families who go on to Higher Education is four percentage points lower than the general population after controlling for socio-economic status (FSM entitlement).

A member of Scotty's Little Soldiers may have compounded risk both from their bereavement and, if applicable, prior disruption to their education as a Service child.



# STRIDES PROGRAMME



## SCOTTY GRANTS

**Grants delivered through the STRIDES Programme enabled young people to develop a range of life skills and experiences.**

This included enabling a young person with a mobility condition to achieve a gold Duke of Edinburgh award in a sailing event and funded another bereaved young person to pursue her dream of competing in the Olympics.

Some bereaved young people used the funding to gain valuable life experience whilst giving back to other vulnerable children, including one young person who volunteered with children in Uganda, and another who taught sports in deprived regions of the Philippines.

Grants also enabled **18 young people to learn to drive, 37 families to purchase new uniforms when moving schools, 15 young people to access Higher Education, and 208 children and young people to access educational opportunities** including extra-curricular activities and tutoring ahead of high stakes exams.



## THE STANDBY PROJECT

**In 2023 Scotty's introduced an education project which aims to ensure that young people who have experienced the death of a parent who served in the British Armed Forces feel sensitively supported in their education journey.** There are barriers for bereaved children in the classroom including being faced with topics of war and death in subjects like English or Religious Studies. Teachers can sometimes be unsure of how to talk to bereaved students, and don't fully understand how grief can impact behaviour.

Bereaved children can also be a target for bullies – particularly for children who experienced death from suicide. Bad experiences can make children disengage from learning, and it can lead to increased school absence. The Standby project aims to tackle these issues by creating and distributing resources for schools to use, collaborating with other organisations and stakeholders and influencing national policy.

In 2023, Standby **developed and delivered 651 educational packs for children to share with their schools**, filled with resources for use in the classroom. The packs are differentiated for EYFS, primary, secondary, post 16 and 18–25-year-olds.

Scotty's Council (representatives of our young people) developed a series of animations aimed at spreading awareness to educators and the general public. The first of the animations launched in 2023 with more to follow next year.



# SUPPORT PROGRAMME



Scotty's SUPPORT Programme ensures our members receive the support they need.

## 1:1 BEREAVEMENT SUPPORT

Scotty's offers 1:1 Bereavement Support sessions with our Children's Support Worker, alongside advice to Parents and Carers with our Families Support Worker.

Support sessions are available to all members of Scotty's to help young people develop the coping skills they need to manage their bereavement and navigate the journey of adolescence and to build their self-esteem.

Support sessions for parents and carers aim to equip the adults with the skills needed to meet the needs of younger children, who are growing up in grieving family but may be too young to fully grasp the meaning of death.

**In 2023, 276 1:1 sessions were delivered with 63 children and young people** (51 under the age of 18, and 12 from our older members aged 18-25) and had a profound impact:

- Two thirds of children and young people completing support sessions in 2023 reported a reduction in feelings of anxiety
- Two thirds reported improved self-esteem
- Two thirds felt that the support sessions had developed their coping skills.

The parents of the young people also noticed a significant impact on their children following support:

- 100% of parents reported an improvement in their child's self esteem
- 100% felt the support sessions had improved their child's communication and sense of belonging
- 100% of parents who had concerns regarding somatic indicators such as problems sleeping or eating, felt that support sessions had improved their condition

## SUPPORTING PARENTS & CAREGIVERS TO HELP THEIR CHILDREN

**In 2023, 189 sessions were delivered with 90 parents and caregivers.**

Feedback collected from parents with young children reported that they felt more confident in meeting the bereavement needs of their children and that their own anxiety was reduced.

The impact from the sessions cascaded to the children with parents reporting that, by using the skills and knowledge they developed in the support sessions for parents, their children had a better understanding of the death, felt more supported by their parent, and felt a sense of belonging.

In all, **174 bereaved children and young people were supported either directly** (through our Children's Support Worker) or indirectly (through support to their parents or caregivers).

# SUPPORT PROGRAMME

## WORKSHOPS AND DROP-INS

Further support is offered to families through virtual group workshops and group drop-in sessions.

In 2023, 10 workshops took place teaching families to navigate challenges including introducing a new partner to children, managing finances following a death, bullying, coping at Christmas, and self-care for solo parents.

Drop sessions were held at potentially difficult times of the year including Mother's Day, Father's Day, our Winter Festival and Remembrance.

## BEREAVEMENT RESOURCES

The SUPPORT Programme also develops and distributes resources designed to help families manage their bereavement.

In 2023, Scotty's launched the Story Sacks project. A lending library that provides families with the books that will help navigate challenging conversations about death, particularly with younger children. Parent and caregivers often struggle to know what to say or how to talk about death with younger children, and have reported that the story sacks have opened up conversations within their families, allowing emotions to be shared and explored and help to build the child's understanding of what has happened.

## IN-PERSON EVENTS

In 2023, our SUPPORT team took 31 families, including 46 children and young people, to participate in the Remembrance events in London, reminding the nation that the families of the fallen remain and providing an opportunity for our members to remember their parent and feel supported by the military community.

The SUPPORT team also attended the Time To Reflect event at the National Memorial Arboretum, an event hosted by the Defence Bereaved Families Group, and provided the bereaved children with an opportunity to talk about their parent. Adults and children alike were able to add their thoughts to Scotty's message wall.





# HEATHER

# MCLACHLAN

## How Scotty's inspired me: My dream job supporting disabled veterans

On the 12th of September 2003, Heather's life changed forever. Her dad, Cpl Robin McLachlan, who served in the Royal Logistics Corps, died in a road accident. She was just two years old.

"I don't have many memories of my dad, but I've seen loads of photos and my mum is always telling me wonderful stories about him," says Heather. "One of my favourites is when he was fixing his motorbike and giving me the nuts and bolts to hold, but I kept dropping all the bits down the exhaust pipe. Some people might have found it annoying, but he just thought it was funny. He loved to laugh."

Now 22, Heather recently graduated Glasgow University with a BEng Honours

in Biomedical Engineering and is soon to embark on a career as a clinical rehabilitation engineer with the NHS, creating technology to help people with disabilities navigate the world independently. In particular, Heather is interested in working with injured veterans and service personnel, inspired by her dad and the enormous impact Scotty's Little Soldiers has had on her growing up as a bereaved military child.

### THE DESIRE TO HELP

Heather's dad had always been fascinated by engineering – a passion that has been passed down to her. As a teenager, she spent two years volunteering at a care home, working with a blind gentleman who relied on GPS systems to navigate his local area.

At the same time, seeing the work Scotty's do with bereaved military children was inspiring her to help people in her own special way.

"My sister Kirsty and I joined Scotty's quite early on, and being able to so clearly see the benefit one organisation can make made me really want to apply whatever skills I have to a good cause. The fact a big part of my job will involve working with veterans feels quite special to me, since the military and all the stories about my dad have been a prominent part of my life, especially thanks to Scotty's. My dad always wanted to be an engineer, as well, so even though I've forged this path because it's what I want, it feels like he's still a very important part of everything I'm doing."

### THE POWER OF SUPPORT

As she's grown up, Heather's military connection has been made even stronger through Scotty's, and she's had the opportunity to meet hundreds of bereaved military children and young people who have also experienced the death of a parent who served in the British Armed Forces.

"I've gone to so many events and had so many new experiences through Scotty's. It's definitely given me a lot of fond memories. If I wasn't part of Scotty's, it would be very rare to meet someone with a similar background to me, but instead I've met so many different people who can all relate to each other. It really means a lot, because all those people understand your struggles and where you're coming from, and everyone is so supportive. Having all that support has really helped me achieve what I've achieved and fulfil a dream I wasn't sure I'd be able to fulfil."

### A ONCE IN A LIFETIME OPPORTUNITY

"One of the most special things Scotty's have helped me do is complete my gold Duke of Edinburgh Award. My mum and dad met while doing the award and even tied their honeymoon into Mum's gold DofE presentation. They made a promise that if they had any kids, they'd see them through the programme as well. Growing up, my mum always said you can do whatever you want, have whatever career you want, but you need to do the Duke of Edinburgh Award for Dad. It's always been a big thing for us."

Due to a hypermobility condition, however, Heather was unable to complete the hiking expedition required to complete the award. Fortunately, she was able to access Scotty's Super Grant – a one-off payment of £1000 which must be used to cover or

contribute towards a significant once-in-a-lifetime opportunity. With this funding, she was able to take on a gold DofE sailing expedition instead. Heather was on a boat 24 hours a day for ten days straight, and by the end of this time she was able to successfully manage the entire running of the vessel, including cleaning and food preparation.

"The original hike just wasn't feasible for me, but with Scotty's help I was able to do this really incredible alternative. I'd only done one day of sailing previously, but it was too good to pass up. I don't think I could have done it without the charity."

### MAKING CONNECTIONS

Scotty's Little Soldiers impact on Heather's life and career is huge, but looking back, it's the friends she made with other bereaved children and young people that really stand out.

"If Scotty's didn't exist, the main thing I would miss are all those connections I've made with other military families and young people who I've got to know so well. Growing up, especially being a teenager, can be so stressful and sometimes you can start to feel insecure about your experiences and your background. It's great to have those people from similar experiences and backgrounds to remind you you're not alone. Schools try to help, but that level of understanding just isn't always there. Scotty's means having those friends and those families you can just message and say 'yeah, we're not doing the best lately.' It genuinely can't be replaced by anything."



**"If I wasn't part of Scotty's, it would be very rare to meet someone with a similar background to me, but instead I've met so many different people who can all relate to each other."**



# ISABELLE BOVINTON

**Eight-year-old Isabelle Bovington was only two weeks away from her first birthday when her dad, Leading Naval Nurse Thomas Bovington, died very suddenly of a genetic heart condition.**

In 2023, Isabelle was the youngest person taking part in the National Service of Remembrance with Scotty's Little Soldiers. Here, she shares what life is like for her and her sister, nine-year old Elizabeth, and how support from bereaved British Forces children's charity Scotty's Little Soldiers' support helps them keep on smiling.

## REMEMBERING MY DADDY

Daddy was a nurse in the Navy, where he helped lots of people. He also worked in hospitals and helped people, and after he died because of heart problems he was able to save lots of our family's lives because we could find out if they had heart problems too.

I wish we had known about his heart quicker so Daddy was still here, but because he was always running and climbing and swimming we thought he was okay. I like knowing Daddy helped people for a job because I'm also going to do that. I'm going to travel the world and help animals in need. There's lots of animals all over the world and they all need lots of help, I think.

## MY FAVOURITE STORIES ABOUT MY DADDY

Daddy died when I was a baby, so I don't remember lots, but I really like hearing stories about him. We go on walks with Uncle Neil who Daddy went to university with and do stuff like swimming with Uncle Mark,

and I like asking them questions about Daddy and so they will tell me more stories about him.

One of my favourite stories is when he put me in Elizabeth's toy pram so she could push me around the house. I'm too big for it now, though. When I was a baby, I also climbed the stairs before I knew how to walk, and Daddy would stand behind me so he could catch me. Daddy was a climber, so he was proud that I was a climber too. My favourite thing to climb are the monkey bars in the park. It makes me feel good that we're the same. I like being outside and climbing trees and hills and swimming, just like he did.

## HOW SCOTTY'S HELPS MILITARY CHILDREN SMILE

When I think of Scotty's, I feel excited and happy. Especially when I think about Scotty's Christmas parties. I was very little at my first Scotty's Christmas party so don't remember very much, but Mum says I made friends with a polar bear statue and kept putting snow on his head. The second Christmas party I went to was in London and the third one was in Shrewsbury. My favourite was the heroes and villains themed party as there was lots of different rooms and I got to try lots of different things. I danced with Ariel the mermaid and met Batman then had a rest because I had been running and dancing too much and felt funny. One of my favourite Scotty memories was during Covid when we had the online Christmas party and made a big marshmallow snowman and had a baking lesson with Mrs Santa Claus.

## HONOURING MILITARY HEROES

My favourite thing to do with Scotty's is remember things. We have a special candle holder from Scotty's with a poppy on it and I like it when we burn a candle and think about Daddy. We also go on Scotty Breaks and think about him. On our last Scotty Break and we went to the beach every single day and did swimming and paddle boarding. My daddy was a good swimmer and so am I. I like Scotty's because we do lots of fun things and it helps me remember all the people from the military who have passed away, like daddy.



## WHAT DOES WEARING A POPPY MEAN TO A BEREAVED MILITARY CHILD?

Once a year at school, we read about Remembrance and colour in poppies. I once brought home a poppy I made in class and showed it to Mummy.

We have a special assembly every year and at the end we listen to the trumpet. I also take in some money and buy a poppy for my coat. Lots of other people wear poppies too. I think it's nice when people wear a poppy because it means they're remembering Daddy. At school we also do a two-minute silence where we're really quiet and think about all the people who served in the military. The two-minute silence is really important so we can remember them all.



“My favourite thing to do with Scotty's is remember things. We have a special candle holder from Scotty's with a poppy on it and I like it when we burn a candle and think about Daddy.”



LEXIE

PALLETT

**Lexie Pallett was 11 years old when her dad, Sergeant Ollie Pallett, died by suicide.**

He served in the RAF for 22 years, during which time he had completed multiple tours in Iraq and Afghanistan. He was an accomplished aircraft technician and served on the VC10, Herc, Voyager and A400.

“My dad was a real aircraft geek and loved everything about them, even working on planes that were retired and taking me and my family with him,” says Lexie, now 15. “He was a kind and caring person. The memories I like to think of most are the holidays we spent away in our caravan every year, driving down tiny country roads with no idea where we were, but he always refused to believe we were lost! He loved to cook, so we would often be concocting something in the kitchen – some things turning out nicer than the others. He died by suicide in February 2020, just before lockdown.”

### HOW SCOTTY'S LITTLE SOLDIERS HAS HELPED ME

Many bereaved children and young people report feelings of loneliness and isolation following the death of their parent. When a bereaved military child or young person joins Scotty's, we want them to know that they're not alone. One of the ways we do this is by providing opportunities to connect with other members of Scotty's through events, activities and online platforms.

“Scotty's has given me friendships with people all over the country that I wouldn't change for the world. I wouldn't have met them if not for Scotty's, and they just all get it. I don't even have to explain what happened to my dad sometimes, as people just automatically understand and know what I'm going through,

which is really nice and helps so much. The Scotty's team are also all so lovely and you just feel a connection with them straight away. I know they're always there when I need them.”

### WHAT CAN SCOTTY MEMBERS FIND DIFFICULT FOLLOWING THE DEATH OF A PARENT?

Every child and young person who has experienced the death of a parent will face different struggles, and we know that being part of Scotty's does not take away the pain that comes with a bereavement. But with support and dedication, we hope to make those struggles more manageable for our members.

“One thing I find challenging is being able to feel happy since my dad died, and I know lots of other members that feel the same way. But Scotty's has taught me it's okay to be happy even though Dad isn't here with me. Another thing that can be very challenging is certain subjects or topics at school. Everyone has different triggers, and in my personal experience schools haven't been the best at dealing with situations that occur in class and it can really have an impact on your mental health.”

### WHY I'M PART OF SCOTTY'S COUNCIL

Lexie is a member of Scotty's Council, which is a small group of Scotty's beneficiaries who provide a voice for bereaved military children and young adults. The council is made up of twelve Scotty Members (aged 11 – 17) who form the Members Council, and twelve Springboarders (aged 18 – 25) who form the Springboard Council. Together, they make the Scotty's Council.

“For me, my role in the Council is to give voice to all the members of Scotty's opinions and say the things they want to say. I take pride in my role and like to know that in my own small way I'm helping so many children and young people get the support they need.”

The council members meet up throughout the year to provide input into the charity, providing ideas and suggestions on the support they feel bereaved military young people will benefit from the most. Our members are the reason we do what we do, so their opinions are vitally important to how we guide the direction of the charity going forward.

### HOW SCOTTY'S LITTLE SOLDIERS HAS HELPED ME

Lexie has been a member of Scotty's since 2020, and in that time has taken part in a number of fun events with other bereaved military children who can relate to her and understand what she's going through.

“I cherish every moment I've spent doing thing with Scotty's, but if I had to pick a favourite it would be the first Scotty's Christmas party I went to, because I made my first Scotty's friends and realised that I wasn't alone in what I was going through. For the first time since my dad died, I felt like I was allowed to have fun. You'd be surprised how much a Christmas party, or any event Scotty's throws, helps us to connect with people who understand what we are going through and build lifelong friendships.”



“ For the first time since my dad died, I felt like I was allowed to have fun. ”

# SCOTTY'S COUNCIL ANNUAL REVIEW



**At Scotty's Little Soldiers, we have always understood the importance of listening to the views of our beneficiaries. It is one of the ways that we, as a charity, ensure that we are delivering the services that our members need and want, following the death of a military parent.**

In May 2019, we created a Members Council made up of twelve young people aged 11-17 years old. The aim of the council was to make the voice of bereaved military children and young people heard, and for the team at Scotty's to hear from our beneficiaries how we could better serve them and, by extension, all bereaved British Forces children and young people. The launch of the Council was successful, but then the COVID pandemic forced us to focus elsewhere.

Fast forward to 2022, and we re-established the Members Council, creating a constitution so the young people involved fully understood their role in Scotty's Mission. together.

The constitution covers membership of the Council, meeting plans, and details the

expectations of our young volunteers. Our Council Members also contributed to their own role descriptions, confidentiality agreements and code of conduct, so that they were in control of expected behaviours as they worked

We developed the voice of our Members even further in 2023, with the introduction of the Springboard Council – representing our beneficiaries aged 18-24 years old. We recruited twelve young adults to sit on the Springboard Council to help us understand and develop services to support their specific needs. Together, the Members Council and Springboard Council form our Scotty's Council.

In 2023, the Scotty's Council achieved over **457 volunteering hours.**

Their commitment to their volunteering role and making a difference in the Scotty's community has benefited so many of their peers. The Scotty's Council have an award scheme, which gives them the chance to achieve a bronze, silver and gold award, ranging from 50 to 150 hours of volunteering. 2024 is set to have even more opportunities for the Council to develop, and our young volunteers are brimming with ideas on how they can continue to make a difference.

The Scotty's Team is incredibly proud of the achievements of the Scotty's Council, and we know that there are even better things to come.

## WHAT HAVE THE COUNCIL BEEN DOING SINCE 2022?

The Council have been heavily invested in a number of projects to support bereaved British Forces children and young people, and their input is considerable.

Some of the 2023 Council highlights include...



### CREATION OF OUR KEEPSAKE BOX.

The Scotty's Council helped co-produce a carefully designed box, using subtle Scotty's branding, to create a resource that enables our members to retain mementos related to their parent who died. The box has been widely distributed to our members since its production in 2023.



### 'WE WILL ALWAYS MISS THEM'

This is the title of two animations co-produced with our Scotty's Council to highlight the various issues facing bereaved Forces children and young people. The animations have been widely distributed to families, education providers and other professionals. The Council are involved in creating more animations to help educate a wider audience on the issues facing bereaved Forces children in their education.



### VISIT TO SKY STUDIOS

This is the title of two animations co-produced with our Scotty's Council to highlight the various issues facing bereaved Forces children and young people. The animations have been widely distributed to families, education providers and other professionals. The Council are involved in creating more animations to help educate a wider audience on the issues facing bereaved Forces children in their education.



### SCOTTY'S MARCH

In September 2023, Members of the Scotty's Council assisted the charity by taking part in this fundraising and awareness initiative. They trekked 10km together in the Chiltern Hills and highlighted the input our members have in the charity. The Council Members shared their stories and helped raise awareness of the support provided by Scotty's. The event was also a great chance for them to showcase their media skills training.



### KNOWLEDGE & GUIDANCE

The Scotty's Council were also involved in providing their views and opinions on a wide range of other projects. These included giving input on activities at the Members' Winter Festival and Adventure Day, as well as discussing their own personal experiences of bereavement to help develop educational resources being delivered via our 'Standby: Military Bereavement in Education' project launched in August 2023.

# A MESSAGE FROM OUR CEO



**As we reflect on 2023, I am incredibly proud of the impact Scotty's Little Soldiers has made in the lives of bereaved children and young people..**

Together, we have supported 659 young people, ensuring they felt seen, heard, and connected to a community that understands their unique challenges. I am deeply grateful to our incredible team, trustees, and supporters whose dedication and generosity have made this possible.

However, as we celebrate these achievements, we must also acknowledge the challenges that lie ahead. The world is changing rapidly around us, and the non-profit sector is not immune to these shifts. The rising cost of living, inflation, and a more cautious financial climate have significantly impacted people's ability to donate. Traditional fundraising methods are no longer sufficient to sustain us. Like many charities, we face the reality of increased demand for our services amid a backdrop of financial uncertainty.

Demand for our services is growing, and every day we see more children and young people in need of support. We are also aware of the broader community of bereaved families, including adults and siblings who may need our support.

This raises a fundamental question:

Should Scotty's expand our mission to support all members of the bereaved military community, not just children and young people? It is a question that requires careful consideration, strategic planning, consultation with the community and, importantly, the financial resources to back it up.

Looking to the future, we know we must be more innovative and strategic in how we operate. The charity sector is evolving, and we must evolve with it. This means adopting a more commercial mindset and exploring new avenues for sustainable growth. Building long-term partnerships with key funders is crucial to this strategy. Such partnerships will provide the committed funds we need to plan confidently for the years ahead, allowing us to expand our reach and deepen our impact.

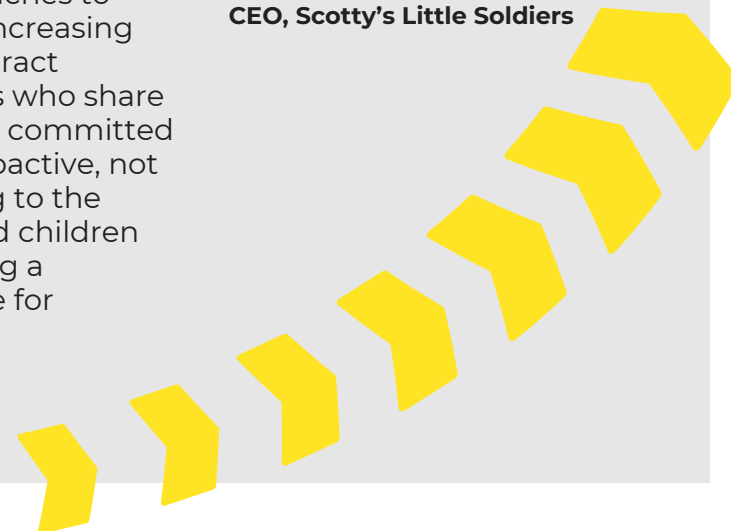
To achieve this, we are focused on developing new, innovative approaches to fundraising and increasing our visibility to attract potential partners who share our vision. We are committed to being more proactive, not just in responding to the needs of bereaved children but also in shaping a sustainable future for Scotty's.

This includes recruiting the best talent, investing in our team members learning and development, and leveraging technology to improve our services and ways of working.

In closing, I want to thank each of you—our supporters, partners, team members, and the amazing families we are privileged to support. Your passion for Scotty's is the bedrock upon which we build. As we navigate these uncertain times, I ask you to continue standing with us, supporting us, and believing in our mission. Together, we can ensure that Scotty's Little Soldiers remains a source of strength, comfort, and hope for every child and family who needs us.

Thank you for being a part of our journey. The road ahead may be challenging, but with your support, I am confident we will continue to make a profound difference in the lives of bereaved military families.

**Stuart Robison**  
CEO, Scotty's Little Soldiers



# FINANCES & FUNDING

**In 2022, Scotty's achieved income growth of 35% but fundraising slowed during 2023 and resulted in a drop of 8% to £1.49m. At the same time, increased demand for our services resulted in a rise in costs of over 15%.**

For the first time in the charity's history income declined versus the previous year, whilst increased demand for our services and rising costs saw expenditure increase.

We expect this trend to continue into 2023 as rising costs globally impact the third sector from both a funding and expenditure perspective.

In 2023 we were able to deliver our services with minimal impact, but this will not be sustainable throughout 2024 and beyond without growth in funding.

Our cash reserves sit at four months of operating expenses (within our policy of 3-6 months) but allow little space for future deficits.

## UNRESTRICTED FUNDS

2023 saw the charity focus more on securing unrestricted funds which allow for greater flexibility and the opportunity to adapt to both challenges and opportunities as they present themselves throughout the year.

64% of our income was designated as unrestricted in 2023 versus 42% in 2022.

The charity also took the decision to invest in future sustainability by recruiting it's first senior leadership team, decreasing reliance on the Founder and CEO. This increased headcount from 20 in 2022 to 23 in 2023.

The Senior Leadership Team now includes team members with specific accountability for Fundraising, Finance, People and coming in 2024, Service Delivery.

## FUNDRAISING

In 2023 our funding came from 3 core income streams: Community donations & fundraising, Grants & Trusts, and Corporate Partnerships.

The charity focused on fewer fundraising activities, deciding to maximise limited resources on the most impactful opportunities.

Sometimes this has meant turning down certain opportunities which would remove focus from those delivering the highest return on investment. With limited resources these are the difficult decisions many small charities are having to make in the current climate.

We are incredibly grateful to everyone who donates and fundraises to support Scotty's.

Individual highlights during 2023 include epic fundraisers by both Jack Rigby and Mark Harding, and ongoing support from organisations such as Annington Homes, Army Benevolent Fund, Forces Support, Lloyds Patriotic Fund, and Veteran's Foundation.

## SCOTTY'S MARCH

2023 also saw the introduction of our new fundraising challenge, Scotty's March.

Held in the Chiltern Hills with multiple distance options, 76 supporters took part raising £24,835 for the charity.

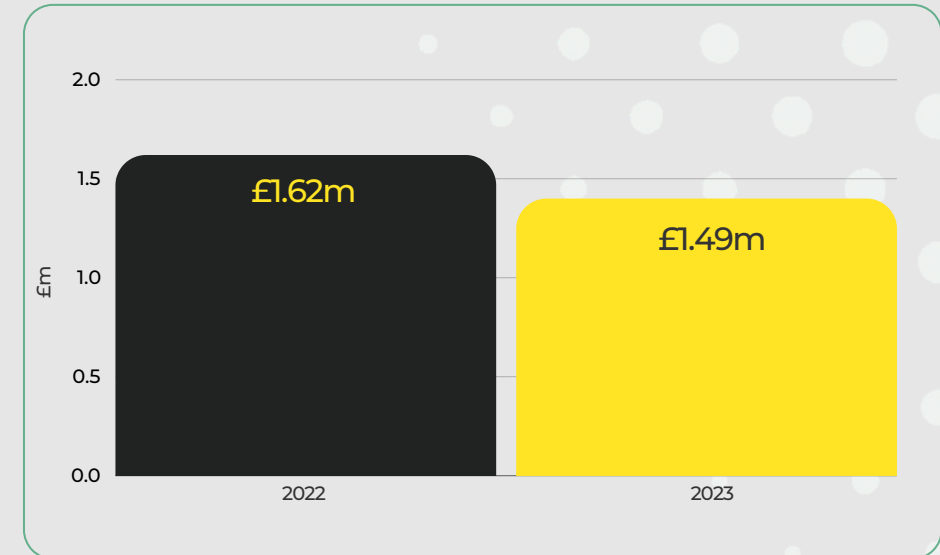
The March looks set to become a regular feature of our fundraising calendar.



**Income 2023: £1,494,064**

**Income 2022: £1,623,117**

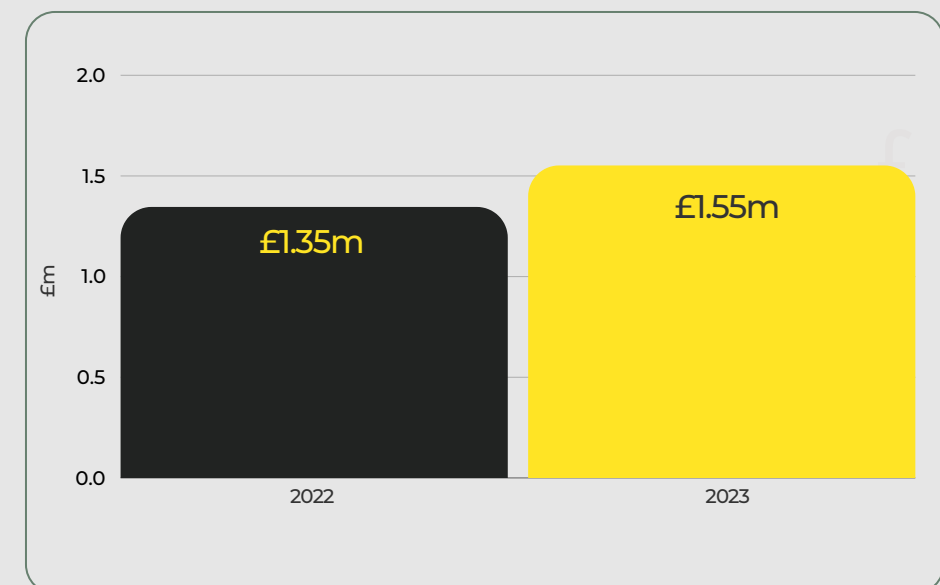
*For the first year in the charity's history income declined year on year, reflecting the challenges faced by most charities in the UK.*



**Expenditure 2023: £1,552,197**

**Expenditure 2021: £1,346,713**

*increased demand for services and rising costs generally resulted in an increase in annual expenditure during 2023.*



# TRUSTEES' REPORT

The Trustee of the Charity is Scotty's Little Soldiers CIO. The Trustees of the CIO are:



**EAMONN O'SULLIVAN**



**ELLEN PLUMER**



**JASON WORTHY (CHAIR)**



**JONATHAN JAMES**



**LUKE PRIESTLEY**



**SIMON MILLAR**



**STEVEN WARD**

**The Trustees present their report and financial statements for the year ended 31 December 2023.**

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's governing document, the Charities Act 2011 and the 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 (FRS102).

Scotty's Little Soldiers is a Charitable Incorporated Organisation which was set up on 2nd December 2016.

The original 'Scotty's Little Soldiers (The "Charity" 1136854) was established in 2010 as an unincorporated charity.

Following guidance from the Charity Commission the CIO was established and became the sole trustee of the Charity on 27th November 2018. The charitable activities have been fully transferred to the CIO during 2023 and the Charity will be

dissolved in 2024. This was agreed as the preferred course of action due to the cost and logistical complications of transferring existing leases. This process plans to take place in the main on 31 December 2023.

**OBJECTIVES AND ACTIVITIES**

The Charity's mission is to provide relief from the effects of bereavement to children and young people who have experienced the death of a parent who served with the Armed Forces of the Crown.

**OUR OVERARCHING PROMISES ARE:**

We want every bereaved Service child and young person to have:

- 1 Access to the very best emotional health and well-being support.
- 2 Outstanding development opportunities.
- 3 The chance to smile again.

**REVIEW OF CHARITABLE ACTIVITIES AND ACHIEVEMENTS FOR THE PUBLIC BENEFIT**

We deliver on our promises through our four Family Programmes:

Each Programme has its own four guiding principles around which all activities are focused:



**SMILES Programme:**

- Creating a trusted and supportive community for bereaved Forces children and young people.
- Building support networks and developing friendships.
- Regular engagement throughout the year with fun and exciting opportunities.
- Encouraging bereaved Forces children and young people to smile again.



**SUPPORT Programme:**

- Resources and information to support bereaved Forces children and young people.
- Guidance for parents and carers to help them support their child from the effects of bereavement.
- Individual bereavement support and referral on to specialised services.
- Bereavement based activities and events to help bereaved Forces children and young people cope with their bereavement and remember their parent.



**STRIDES Programme:**

- Reducing any barriers and disadvantages faced by bereaved Forces children and young people.
- Promoting a positive attitude to education and learning and providing opportunities to develop life skills.
- Encouraging bereaved Forces children and young people to develop resilience and thrive. Providing opportunities for bereaved Forces children and young people to achieve, succeed and celebrate successes.



**SPRINGBOARD Programme:**

- To provide young adults with opportunities to develop their education and learning, career, volunteering, and life skills.
- To encourage, promote and celebrate young adult's achievements.
- Reducing any barriers and disadvantages faced due to their bereavement.
- Providing networking opportunities and help to build connections and friendships.

Note: The SPRINGBOARD Programme has been amalgamated into the other three Programmes during 2023.

**During 2023 the charity helped 643 bereaved children and young people. The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Charity should undertake.**

## GRANT MAKING POLICY

The charity supports beneficiaries through the use of a number of small grants (no greater than £1,000) as part of the STRIDES Programme. There are 5 grant schemes available, all designed to help disadvantaged young people with educational and personal development aims; The Scotty Allowance, New School Grant, Scotty's Driving Grant, Scotty's Higher Education Grant and The Super Grant. Applications are submitted year-round via the charity's online portal and the specific criteria for each grant is explained on the charity's website.

## FINANCIAL REVIEW

The Trustees are comfortable to report that financially the organisation is in good health but is conscious of a decline in income and rise in costs which will need to be monitored carefully during 2024.

Income dropped from £1.62m in 2022 to £1.49 in 2023, whilst rising costs and increased demand for our services led to an increase in expenditure to £1.55m (2023) from £1.35m (2022).

Our 2030 goal of supporting over 1,000 bereaved Forces children & young people annually will require the charity to continue to grow its income and future decline in funding will affect our ability to meet long-term demand. There is therefore a requirement not only to raise enough funds to provide our planned services for the year, but also to invest in the charity's growth to build the infrastructure required to deliver on our future goals.

## RESERVES POLICY

The Trustee Board have agreed a Reserves policy in line with the organisation objectives that all reserves shall be applied solely towards promotion of the object of the charity. In the event of dissolution of the charity the reserves would be first used for severance payments and winding up costs. The constitution states that any surplus must be either used directly for the objects of the

charity, be transferred to another charity with like for like objects or in any other manner approved by the Charity Commission. The Trustees have a policy to maintain between 3-6 months of charitable expenditure.

This level has been chosen to help combat any short-term financial risks including declines in income and rising costs due to inflation. The present level of cash reserves held for the Group is £481,688 (2022: £326,370) which represents 4 months' charitable expenditure.

Despite fundraising challenges the charity has managed its cash well and increased coverage from 3 months to 4 months during 2023.

The Group total reserves, which includes assets such as our 7 holiday homes, is £1,342,818 (2022: £1,400,951)

£888,422 (2022: £936,981) of the reserves held are categorised as unrestricted funds, £454,396 (2022: £463,970) are categorised as restricted funds.

## PRINCIPAL SOURCES OF INCOME AND HOW EXPENDITURE MEETS OBJECTIVES

Our 5-year strategy is to develop 4-5 sustainable income streams, providing the charity with stable but diversified income.

In 2023, 38% of our income came from donations and gifts, with a further 29% from grant funding. During 2023 we started the development of a corporate fundraising focus which we will begin to see the benefits of in 2024.

## RISK MANAGEMENT

The Trustees have assessed the major risks to which the Charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks. The Trustees have a risk management review which comprises; a continuing review of the risks the charity may face; the establishment of systems and procedures to mitigate those

identified risks and the implementation of procedures designed to minimise the potential impact on the charity should those risks materialise.

## PLANS FOR THE FUTURE

More detail on our plans for the future can be read earlier in the charity's Supporter Annual Review.

Future plans are centred around a 5-year strategic plan which will see the charity moving closer to its longer term goal of supporting 1,000+ bereaved children and young people annually by 2030. In the more immediate term, plans for 2024 include:

- Year 2 of a 3-year project to assist bereaved CYP in their education setting.
- Supporting at least 700 bereaved Forces CYP.
- Establishing a Senior Leadership Team to provide a sustainable long-term framework and succession plan for the charity.
- A better understanding of the need and impact of our services.
- Developing products for corporate and business supporters.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing Document

The CIO is governed by its Constitution dated 02 December 2016. It was registered as a charity with the Charity Commission on 02 December 2016.

The Charity is governed by its Constitution dated 17 April 2010. It was registered as a charity with the Charity Commission on 13th July 2010.

### Trustees

The CIO currently has seven Trustees. Eamonn O'Sullivan, Ellen Plummer, Jason Worthy (Chair), Jonathan James, Luke Priestley, Simon Millar & Steven Ward. The Trustees meet quarterly with the Chief Executive, Stuart Robinson and the Charity's Founder, Nikki Scott, to whom the day to day operations are delegated.

### Appointment of new Trustees

The CIO has a formal Trustee Recruitment policy and process. New Trustees positions can be advertised by the CIO or nominations from the management team and the existing Trustees can be put forward. Those nominated and appointed are elected at the first AGM following appointment. The CIO plans to add further Trustees over the next 3 years to fill gaps in the board's current skill set, to replace Trustees fulfilling their full term of service, and to provide more diversity across the group. This process started during 2021 when 3 new Trustees were added to the board.

### Organisation

The Charity is administered by a committee containing no less than 3 Trustees of the CIO. This committee meets 4 times per year. To facilitate effective operations the Chief Executive Officer has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance and employment. The CEO reports frequently to the Trustees, usually on a monthly basis via written reports and conference calls.

### Related Parties

Mrs Nichola Scott-Howlin, and Mr Stuart Robinson are listed as Officers of the Limited Trading Company Scotty's Little Soldiers Trading Ltd.

This company was created to sell merchandise on behalf of the Charity, the profits from which are all donated to the Charity.

No dividends or salaries are taken from the Limited Company. The CIO was confirmed by Companies House as the relevant legal entity with significant control of Scotty's Little Soldiers Trading Ltd on 11/01/2019.

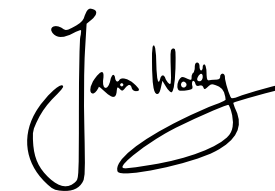
No Trustees were reimbursed for their personal expenses during 2023.

### Auditor

TC Group was appointed by the board to conduct an audit of the charity's 2023 accounts.

### Disclosure of Information to Auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information. The Trustee report was approved by the Board of Trustees.



Signed

Scotty's Little Soldiers CIO  
Jason Worthy - Chair

Date 24/10/2024

# FINANCIAL STATEMENTS

## STATEMENT OF TRUSTEE RESPONSIBILITIES

The Trustees are responsible for preparing the Trustee Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the CIO and of the incoming resources and of the incoming resources and application of resources of the CIO for that year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates of the financial statements and that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements assessing the CIO's ability to on the going concern basis unless it is inappropriate to presume that the CIO will continue in operation.

The Trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the CIO and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the CIO and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the CIO and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### *Responsibilities of trustees*

As explained more fully in the statement of Trustee responsibilities, the Trustees are responsible for the preparation for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees

either intend to cease operations, or have no realistic alternative but to do so.

## **INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF SCOTTY'S LITTLE SOLDIERS**

### **Opinion**

We have audited the consolidated financial statements of Scotty's Little Soldiers (the 'CIO') and its subsidiaries (the "Group") for the year ended 31 December 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and the parent CIO's affairs as at 31 December 2023 and of the Group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustee use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustee report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

## **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

### **The extent to which the audit was considered capable of detecting irregularities including fraud**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Group through discussions with trustees and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Group, including the Charities Act 2011, taxation legislation, and employment legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team

remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Group's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journals to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the

Financial Reporting Council's website at:  
<https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-andguidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditorsresponsibilities-for-audit.aspx>. This description forms part of our auditor's report.

#### **Other matters**

Your attention is drawn to the fact that the Group has prepared financial statements in accordance with "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\* (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with current Generally Accepted Accounting Practice.

#### **Use of our report**

This report is made solely to the CIO's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to

the CIO's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the CIO and the CIO's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

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Mark Cummins (Senior Statutory Auditor)  
for and on behalf of TC Group (Statutory Auditor)

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The Courtyard  
Shoreham Road  
Upper Beeding  
Steyning  
West Sussex  
BN44 3TN

TC Group is eligible for appointment as auditor of the CIO by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

SCOTTY'S LITTLE SOLDIERS CIO

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
<b>Income from:</b>							
Donations and legacies	2	692,451	463,578	1,156,029	350,280	935,342	1,285,622
Fundraising and trading	3	208,680	72,889	281,569	290,545	200	290,745
Commercial trading operation		56,466	-	56,466	46,750	-	46,750
<b>Total income received</b>		<u>957,597</u>	<u>536,467</u>	<u>1,494,064</u>	<u>687,575</u>	<u>935,542</u>	<u>1,623,117</u>
<b>Expenditure on:</b>							
Raising Funds	4	286,101	20,610	306,711	325,148	-	325,148
Charitable Activities	5	646,951	597,750	1,244,701	520,322	501,243	1,021,565
Taxation	8	785	-	785	-	-	-
<b>Total expenditure</b>		<u>933,837</u>	<u>618,360</u>	<u>1,552,197</u>	<u>845,470</u>	<u>501,243</u>	<u>1,346,713</u>
<b>Net (expenditure)/income for the year/Net movement in funds</b>							
Fund balances at 1 January 2023 (see note 20)		23,760	(81,893)	(58,133)	(157,895)	434,299	276,404
Fund transfers (see note 20)		936,981	463,970	1,400,951	923,011	201,536	1,124,547
		(72,319)	72,319	-	171,865	(171,865)	-
<b>Fund balances at 31 December 2023</b>		<u>888,422</u>	<u>454,396</u>	<u>1,342,818</u>	<u>936,981</u>	<u>463,970</u>	<u>1,400,951</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.


**SCOTTY'S LITTLE SOLDIERS CIO**

**CONSOLIDATED BALANCE SHEET**

**AS AT 31 DECEMBER 2023**

	Notes	Group 2023 £	Group 2022 £	CIO 2023 £	CIO 2022 £
<b>Fixed assets</b>					
Intangible assets	11	38,695	43,831	36,774	-
Tangible assets	12	565,821	609,237	565,175	-
Investments	13	-	-	3	3
		<u>604,516</u>	<u>653,068</u>	<u>601,952</u>	<u>3</u>
<b>Current assets</b>					
Stocks	15	29,768	48,979	-	-
Debtors	16	371,915	412,787	402,797	-
Cash at bank and in hand		481,688	326,370	477,217	150
		<u>883,371</u>	<u>788,136</u>	<u>880,014</u>	<u>150</u>
<b>Creditors: amounts falling due within one year</b>	17	<u>(145,069)</u>	<u>(40,253)</u>	<u>(135,946)</u>	<u>-</u>
<b>Net current assets</b>		<u>738,302</u>	<u>747,883</u>	<u>744,068</u>	<u>150</u>
Provision for liabilities		-	-	-	-
<b>Total assets less current liabilities</b>		<u>1,342,818</u>	<u>1,400,951</u>	<u>1,346,020</u>	<u>153</u>
<b>Income funds</b>					
Restricted funds	19	454,396	463,970	391,686	-
Unrestricted funds		888,422	936,981	954,334	153
		<u>1,342,818</u>	<u>1,400,951</u>	<u>1,346,020</u>	<u>153</u>

The financial statements were approved by the Trustees on 24/10/2024.



Jason Worthy

**Chairman**



Simon Millar

**Trustee**

**SCOTTY'S LITTLE SOLDIERS CIO****CONSOLIDATED STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 DECEMBER 2023**

	Notes	2023		2022	
		£	£	£	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	23		154,968		64,195
<b>Investing activities</b>					
Proceeds from disposal of tangible fixed assets		130		-	
Purchase of intangible assets		-		(27,389)	
Purchase of tangible fixed assets		<u>(1,508)</u>		<u>(200,070)</u>	
<b>Cash flows from financing activities</b>			(1,378)		(227,459)
Interest received		1,728		-	
<b>Net cash used in financing activities</b>			<u>1,728</u>		<u>-</u>
<b>Increase/(decrease) in cash and cash equivalents</b>			155,318		(163,264)
Cash and cash equivalents at beginning of year			326,370		489,634
<b>Cash and cash equivalents at end of year</b>			<u>481,688</u>		<u>326,370</u>

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 DECEMBER 2023

#### 1 Accounting policies

##### Charity information

Scotty's Little Soldiers is a charitable incorporated organisation (CIO). The principal office for the CIO and its two subsidiaries is 21 Bergen Way, North Lynn Industrial Estate, King's Lynn, Norfolk, PE30 2JG.

##### 1.1 Basis of accounting

The financial statements have been prepared in accordance with the CIOs governing document, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the Group. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

##### 1.2 Basis of accounting and consolidation

These financial statements consolidate the results of the CIO, its unincorporated charitable subsidiary Scotty's Little Soldiers (charity number 1136854) and its trading subsidiary Scotty's Little Soldiers Trading Limited (company number 07667490). The trading subsidiary is a private company limited shares, registered in England and Wales.

A separate statement of financial activities is not presented for the CIO itself following the exemptions available under the Charities SORP.

##### 1.3 Going concern

The trustee considers that there are no material uncertainties about the Group's ability to continue as a going concern.

At the time of approving the financial statements, the trustee has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus the trustee continues to adopt the going concern basis of accounting in preparing the financial statements.

##### 1.4 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

The Charity has a restricted income fund to account for situations where a donor or grant provider requires that a donation or grant must be spent on a particular purpose or where funds have been raised for a particular purpose. All other funds are unrestricted income funds.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

##### 1.5 Incoming resources

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Assets for distribution are recognised only when distributed. Assets given for use by the Charity are recognised when receivable. Stocks of undistributed donated goods are not valued for balance sheet purposes.

Grant income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

### 1.6 Resources expended

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being unavoidable.

- Costs of generating funds are those costs incurred in trading activities that raise funds.

- Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with the constitutional and statutory requirements.

Costs for charitable activities are recognised when the liability is incurred.

### 1.7 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software	10% straight line
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### 1.8 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

#### Capitalisation of fixed assets

Tangible fixed assets are capitalised at original cost of acquisition. Donated tangible fixed assets which do not have a cost to the Charity are capitalised at their current value at the date of donation.

Lodges	4% straight line
Lodge and office equipment	25% straight line
Computers	25% reducing balance
Motor vehicles	25% reducing balance

Scotty's Little Soldiers Trading Limited

Fixtures and fittings	15% reducing balance
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in the statement of financial activities.

### 1.9 Impairment of Fixed Assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

### 1.10 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

### 1.11 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

### 1.12 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

#### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary

course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

#### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

### 1.13 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

### 1.14 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

### 1.15 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

### 1.16 Taxation

#### *Scotty's Little Soldiers Trading Limited*

The tax expense represents the sum of the tax currently payable and deferred tax.

#### **Current tax**

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

#### **Deferred tax**

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the profit and loss account, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset when the company has a legally enforceable right to offset current tax assets and liabilities and

the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

#### **1.17 Judgements and key sources of estimation uncertainty**

##### *Scotty's Little Soldiers Trading Limited*

In the application of the company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## 2 Donations and legacies

	Unrestricted funds 2023 £	Restricted funds 2023 £	<b>Total</b> <b>2023</b> £	Unrestricted funds 2022 £	Restricted funds 2022 £	<b>Total</b> <b>2022</b> £
Donations and gifts	562,434	11,210	573,644	253,735	1,768	255,503
Grants	33,057	399,368	432,425	11,289	827,742	839,031
Corporate	58,133	53,000	111,133	29,572	105,832	135,404
Overwatch	38,827	-	38,827	55,684	-	55,684
<b>Total income</b>	<b>692,451</b>	<b>463,578</b>	<b>1,156,029</b>	<b>350,280</b>	<b>935,342</b>	<b>1,285,622</b>

## 3 Fundraising and Trading

	Unrestricted funds 2023 £	Restricted funds 2023 £	<b>Total</b> <b>2023</b> £	Unrestricted funds 2022 £	Restricted funds 2022 £	<b>Total</b> <b>2022</b> £
Fundraising events	80,088	-	80,088	272,212	-	272,212
Corporate fundraising	123,882	72,889	196,771	16,033	200	16,233
Other Income	4,710	-	4,710	2,300	-	2,300
<b>Total income</b>	<b>208,680</b>	<b>72,889</b>	<b>281,569</b>	<b>290,545</b>	<b>200</b>	<b>290,745</b>

## 4 Raising funds

	Unrestricted funds 2023 £	Restricted funds 2023 £	<b>Total</b> <b>2023</b> £	Unrestricted funds 2022 £
Seeking donations, grants and legacies	48,463	16,339	<b>64,802</b>	72,793
Team costs	118,745	4,271	<b>123,016</b>	106,916
Share of support costs	59,023	-	<b>59,023</b>	97,668
Share of governance costs	-	-	-	224
Fundraising and publicity	226,231	20,610	<b>246,841</b>	277,601
Commercial trading operation	59,870	-	<b>59,870</b>	47,547
<b>Total expenditure</b>	<b>286,101</b>	<b>20,610</b>	<b>306,711</b>	<b>325,148</b>

This expenditure represents the costs to the Group of raising funds via our core income streams of grants, corporate, donations and fundraising.

## 5 Charitable activities

	Smiles Programme	Strides Programme	Springboard Programme	Support Programme	Families Central Programme	Total 2023	Total 2022
	2023	2023	2023	2023	2023	2023	2022
	£	£	£	£	£	£	£
Team costs	59,085	41,060	16,391	77,978	4,934	199,448	196,615
Beneficiary gifts & vouchers	48,262	-	-	-	-	48,262	46,168
Beneficiary events	90,883	26,968	-	41,197	-	159,048	104,498
Respite breaks	158,777	-	-	-	-	158,777	134,848
Beneficiary bereavement resources	4,283	11,353	322	13,173	14,267	43,398	18,698
	<u>361,290</u>	<u>79,381</u>	<u>16,713</u>	<u>132,348</u>	<u>19,201</u>	<u>608,933</u>	<u>500,827</u>
Grant funding of activities (see note 6)	-	28,310	15,681	-	-	43,991	45,268
Share of support costs (see note 7)	171,948	119,492	47,701	226,927	14,359	580,427	463,314
Share of governance costs (see note 7)	3,362	2,337	933	4,437	281	11,350	12,156
	<u>536,600</u>	<u>229,520</u>	<u>81,028</u>	<u>363,712</u>	<u>33,841</u>	<u>1,244,701</u>	<u>1,021,565</u>
<b>Analysis by fund</b>							
Unrestricted funds	256,148	114,687	49,994	206,615	19,507	646,951	520,322
Restricted funds	280,452	114,833	31,034	157,097	14,334	597,750	501,243
	<u>536,600</u>	<u>229,520</u>	<u>81,028</u>	<u>363,712</u>	<u>33,841</u>	<u>1,244,701</u>	<u>1,021,565</u>

For the year ended 31 December 2022

	Smiles Programme 2022 £	Strides Programme 2022 £	Springboard Programme 2022 £	Support Programme 2022 £	Families Central Programme 2022 £	Total 2022 £	Total 2021 £
Team costs	38,533	16,051	16,051	64,495	61,485	196,615	205,993
Beneficiary gifts & vouchers	46,168	-	-	-	-	46,168	49,464
Beneficiary events	67,184	-	-	37,314	-	104,498	68,483
Respite breaks	134,848	-	-	-	-	134,848	120,973
Beneficiary bereavement resources	979	(5,072)	2,651	4,661	15,479	18,698	45,685
	287,712	10,979	18,702	106,470	76,964	500,827	490,598
Grant funding of activities (see note 6)	-	28,661	16,607	-	-	45,268	30,421
Share of support costs (see note 7)	146,707	40,999	36,103	137,071	102,434	463,314	309,024
Share of governance costs (see note 7)	3,039	1,013	1,013	4,052	3,039	12,156	12,570
	<u>437,458</u>	<u>81,652</u>	<u>72,425</u>	<u>247,593</u>	<u>182,437</u>	<u>1,021,565</u>	<u>842,613</u>
<b>Analysis by fund</b>							
Unrestricted funds	183,689	21,732	42,240	94,860	177,801	520,322	436,656
Restricted funds	<u>253,769</u>	<u>59,920</u>	<u>30,185</u>	<u>152,733</u>	<u>4,636</u>	<u>501,243</u>	<u>405,957</u>
	<u>437,458</u>	<u>81,652</u>	<u>72,425</u>	<u>247,593</u>	<u>182,437</u>	<u>1,021,565</u>	<u>842,613</u>

## 6 Grants payable

	Strides Programme £	Springboard Programme £	Total 2023 £	Total 2022 £
Grants to individuals: Beneficiaries' grants	28,310	15,681	43,991	45,268
	<u>28,310</u>	<u>15,681</u>	<u>43,991</u>	<u>45,268</u>

## 7 Support costs

	Support costs £	Governance costs £	TOTAL 2023 £	Allocation basis	Support costs £	Governance costs £	TOTAL 2022 £
Team costs	416,629	-	416,629	Time spent	368,387	-	368,387
Depreciation	49,521	-	49,521	Asset usage	51,854	-	51,854
Other office costs	106,974	-	106,974	IT usage	48,884	-	48,884
Premises expenses	30,654	-	30,654	Floor space	29,414	-	29,414
Marketing	25,817	-	25,817	Content objective	52,804	-	52,804
Insurance	4,240	-	4,240	Team costs	4,206	-	4,206
Bank charges	292	-	292	Income split	1,085	-	1,085
Vehicle costs	5,323	-	5,323	Car usage	4,348	-	4,348
Auditors' remuneration – for audit	-	11,350	11,350	Legal requirement	-	9,000	9,000
Auditors' remuneration – for other services	-	-	-	Team costs for payroll	-	3,380	3,380
	<u>639,450</u>	<u>11,350</u>	<u>650,800</u>		<u>560,982</u>	<u>12,380</u>	<u>573,362</u>
Analysed between:							
Fundraising	59,023	-	59,023		97,668	224	97,844
Charitable activities	580,427	11,350	591,777		463,314	12,156	475,518
	<u>639,450</u>	<u>11,350</u>	<u>650,800</u>		<u>560,982</u>	<u>12,380</u>	<u>573,362</u>

## 8 Taxation

	Group 2023 £	Group 2022 £	CIO 2023 £	CIO 2022 £
Origination and reversal of timing differences	785	-	-	-
	<u>785</u>	<u>-</u>	<u>-</u>	<u>-</u>

## 9 Trustees

None of the trustees of the CIO or group (or any persons connected with them) other than set out below received any remuneration during the year or the prior year.

During the year, no expenses were paid to the trustees or those closely connected to trustees (2022 - £Nil).

## 10 Employees

The average monthly number of employees during the year was:

	<b>2023</b>	<b>2022</b>
	<b>Number</b>	<b>Number</b>
	<u>23</u>	<u>20</u>
<b>Employment costs</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages and salaries	656,078	592,033
Social security costs	59,576	54,477
Pension costs	14,037	12,705
	<u>729,691</u>	<u>659,215</u>

The total employee benefits of the key management personnel for the Charity were £174,289 (2022 - £121,599).

The number of employees whose annual remuneration was £60,000 or more were:

	<b>2023</b>	<b>2022</b>
	<b>Number</b>	<b>Number</b>
£60,001 - £70,000	<u>1</u>	<u>1</u>

## 11 Intangible fixed assets

### GROUP

	Software £
<b>Cost</b>	
At 1 January 2023	51,365
Additions	<u>-</u>
At 31 December 2023	<u>51,365</u>
<b>Amortisation and impairment</b>	
At 1 January 2023	7,534
Amortisation charged for the year	<u>5,136</u>
At 31 December 2023	<u>12,670</u>
<b>Carrying amount</b>	
At 31 December 2023	<u><u>38,695</u></u>
At 31 December 2022	<u><u>43,831</u></u>

## 12 Tangible fixed assets

### GROUP

	Lodges £	Lodges and office equipment £	Computers £	Motor vehicles £	Total £
<b>Cost</b>					
At 1 January 2023	779,038	24,226	43,614	25,813	872,691
Additions	-	1,508	-	-	1,508
Disposals	<u>-</u>	<u>(138)</u>	<u>(1,232)</u>	<u>-</u>	<u>(1,370)</u>
At 31 December 2023	<u>779,038</u>	<u>25,596</u>	<u>42,382</u>	<u>25,813</u>	<u>872,829</u>
<b>Depreciation</b>					
At 1 January 2023	218,874	15,011	15,267	14,302	263,454
Charge for the year	31,162	3,291	6,936	2,878	44,267
Eliminated on disposal	<u>-</u>	<u>(83)</u>	<u>(630)</u>	<u>-</u>	<u>(713)</u>
At 31 December 2023	<u>250,036</u>	<u>18,219</u>	<u>21,573</u>	<u>17,180</u>	<u>307,008</u>
<b>Carrying amount</b>					
At 31 December 2023	<u><u>529,002</u></u>	<u><u>7,377</u></u>	<u><u>20,809</u></u>	<u><u>8,633</u></u>	<u><u>565,821</u></u>
At 31 December 2022	<u><u>560,164</u></u>	<u><u>9,215</u></u>	<u><u>28,347</u></u>	<u><u>11,511</u></u>	<u><u>609,237</u></u>

### 13 Fixed asset investments

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Investments in trading subsidiaries	<u>3</u>	<u>3</u>

<b>Movements in fixed asset investments</b>	<b>Shares</b>
	<b>£</b>
Cost or valuation as at 1 January 2023 and 31 December 2023	3
Carrying amount as at 1 January 2023 and 31 December 2023	3

Details of the group's subsidiaries at 31 December 2023 are as follows:

Name of undertaking	Country of incorporation or residency	Nature of business	Class of shareholding	% Held	
				Direct	Indirect
Scotty's Little Soldiers Trading Limited (reg 07667490)	United Kingdom	Trading company	Ordinary	100.00	-
Scotty's Little Soldiers (reg 1136854)	United Kingdom	Unincorporated charity	N/A	N/A	N/A

A summary of the subsidiaries performance and assets is shown below:

	<b>Trading 2023</b>	<b>Charity 2023</b>	<b>Trading 2022</b>	<b>Charity 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Income	56,466	1,438,490	46,750	1,576,708
Expenditure	<u>(60,625)</u>	<u>(1,491,542)</u>	<u>(47,547)</u>	<u>(1,299,166)</u>
	(4,159)	(53,052)	(797)	277,542
Donations to parent Charity	<u>(137)</u>	<u>-</u>	<u>(341)</u>	<u>-</u>
Surplus/(deficit)	<u>(4,296)</u>	<u>(53,052)</u>	<u>(1,138)</u>	<u>277,542</u>
Net assets/(liabilities)	<u>(3,197)</u>	<u>-</u>	<u>1,883</u>	<u>1,399,069</u>

At 31 December 2023, the net assets were transferred from Charity to the CIO.

## 14 Financial Instruments

	2023	2022
	£	£
<b>GROUP</b>		
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	<u>371,916</u>	<u>412,787</u>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	<u>145,069</u>	<u>40,253</u>
<b>CIO</b>		
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	-	-
Equity instruments measured at cost less impairment	<u>3</u>	<u>3</u>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	<u>-</u>	<u>-</u>

## 15 Stocks

	Group 2023	Group 2022	CIO 2023	CIO 2022
	£	£	£	£
Finished goods and goods for resale	29,768	48,979	-	-

Following a change of auditors for the 2022 year, a discussion took place relating to the accounting treatment of our fundraising merchandise and Members gifts. Although they are an asset, we no longer feel their nature constitutes that of stock and so they have been classified as other debtors.

## 16 Debtors

	<b>Group 2023</b>	<b>Group 2022</b>	<b>CIO 2023</b>	<b>CIO 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Amounts falling due within one year:</b>				
Trade debtors	244,124	265,842	244,124	-
Other debtors	47,700	75,365	80,039	-
Prepayments and accrued income	<u>80,091</u>	<u>71,580</u>	<u>78,634</u>	<u>-</u>
	<u><u>371,915</u></u>	<u><u>412,787</u></u>	<u><u>402,797</u></u>	<u><u>-</u></u>

## 17 Creditors: amounts falling due within one year

	<b>Group 2023</b>	<b>Group 2022</b>	<b>CIO 2023</b>	<b>CIO 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	105,416	7,340	100,464	-
Other creditors	20,852	16,680	20,852	-
Corporation tax	-	(788)	-	-
Accruals and deferred income	<u>18,801</u>	<u>17,021</u>	<u>14,630</u>	<u>-</u>
	<u><u>145,069</u></u>	<u><u>40,253</u></u>	<u><u>135,946</u></u>	<u><u>-</u></u>

## 18 Retirement benefit schemes

The subsidiary Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £14,037 (2022 - £12,693).

## 19 Restricted funds

	Balance at 1 January 2023	Incoming Resources	Resources expended	Transfers	Balance at 31 December 2023
	£	£	£	£	£
Help Their Children Smile	54,155	254,686	(285,669)	77,277	100,449
Bereavement Support Resources	90,942	161,327	(151,000)	(32,914)	68,355
<b>Educational Support and Resources</b>					
	252,071	99,586	(138,496)	64,722	277,883
Supporting Bereaved Young Adults	59,168	19,124	(29,574)	(42,031)	6,687
Voice of Bereaved Military Children	7,634	1,744	(13,621)	5,265	1,022
	<b>463,970</b>	<b>536,467</b>	<b>(618,360)</b>	<b>72,319</b>	<b>454,396</b>

**Help Their Children Smile** – This funding has been provided by a number of funders in order to provide respite breaks, gifts at poignant times of the year and put on events to encourage bereaved military children to have fun and smile again and to help ensure they do not feel alone in their grief.

**Bereavement Support Resources** – This funding has been provided by a number of funders in order to provide 1:1 Support sessions, bereavement resources and attend events which allow bereaved military children and young people to remember their parent who has died, cope with the effects of bereavement, promote emotional wellbeing and to reduce any feelings of isolation.

**Educational Support and Resources** – This funding has been provided by a number of funders in order to provide educational support, school year group transitions and grants to partake in skill building activities to bereaved military children to boost their confidence and self-esteem, to promote self-development and learning opportunities and to ensure they are not disadvantaged because of their bereavement.

**Supporting Bereaved Young Adults** – This funding has been provided by a number of funders in order to provide grants to partake in skill building activities, a podcast and support to bereaved military young adults (aged from 18-25) to promote self-development and learning opportunities, provide resources to help them cope with the effects of their bereavement and to offer them opportunities to remember their parent who has died.

**Voice of Bereaved Military Children** - This funding has been provided by a number of funders and allows our bereaved military children and young adults to partake in discussions and activities to help us understand what services and offerings we can provide to best support them throughout their bereavement and ensure they are not disadvantaged as a result of it.

*The transfers relate to when restricted funds have been utilised to fund assets which are not required to be held in our restricted funds. Transfers were also made between the allocation of our support costs over the project funds to ensure they are best meeting their objectives.*

## Prior Year Analysis of Funds

	Balance at 1 January 2022	Incoming Resources	Resources expended	Balance at 31 December 2022	Balance at 31 December 2022
	£	£	£	£	£
Help Their Children Smile	60,000	411,010	(253,769)	(163,086)	54,155
Bereavement Support Resources	69,850	179,310	(152,733)	(5,485)	90,942
Educational Support and Resources	12,000	302,181	(59,920)	(2,190)	252,071
Supporting Bereaved Young Adults	59,686	30,771	(30,185)	(1,104)	59,168
Voice of Bereaved Military Children	-	12,270	(4,636)	-	7,634
	<u>201,536</u>	<u>935,542</u>	<u>(501,243)</u>	<u>(171,865)</u>	<u>463,970</u>

## 20 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 January 2022	Incoming Resources	Resources expended	Balance at 1 January 2023	Incoming Resources	Resources expended	Balance at 31 December 2023
	£	£	£	£	£	£	£
Overwatch	-	55,684	(55,684)	-	38,828	(38,828)	-
	-	55,684	(55,684)	-	38,828	(38,828)	-

The Overwatch programme is a subscription based programme available to its members and supporters can have exclusive access to Scotty's additional content. The designated funds during the year were spent on Families programmes.

## 21 Analysis of net assets between funds

	Unrestricted 2023	Restricted 2023	Total 2023	Unrestricted 2022	Restricted 2022	Total 2022
	£	£	£	£	£	£
Fund balances at 31 December 2023 are represented by:						
Intangible fixed assets	21,415	17,280	38,695	22,231	21,600	43,831
Tangible assets	555,730	10,091	565,821	591,297	17,940	609,237
Net current assets	311,277	427,025	738,302	323,453	424,430	747,883
	<u>888,422</u>	<u>454,396</u>	<u>1,342,818</u>	<u>936,981</u>	<u>463,970</u>	<u>1,400,951</u>

## 22 The charitable activities have been supported by the following donors

Funding is acknowledged under the terms and conditions of the following grants and donations:

Funder	Value
ABF The Soldiers' Charity	£30,000
Annington Trust	£50,000
Forces Support Limited	£69,000
Lest We Forget Association	£18,975
RAF Benevolent Fund	£10,000
Royal Navy & Royal Marines Charity and Greenwich Hospital	£13,500
National Lottery Awards for All	£10,000
Veterans' Foundation	£60,000

## 23 Events after the reporting date

As of 31 December 2023, Scotty's Little Soldiers (charity registration number 1136584) transferred all of its assets and liabilities to this entity, its parent CIO – Scotty's Little Soldiers CIO (charity registration number 1170528). During 2024, the legal work is being carried out to merge the unincorporated charity 1136854 into this CIO legally and the unincorporated charity trust will be removed from the Charity Commission register as a result.

## 24 Related party transactions

Scotty's Little Soldiers CIO owns 100% of Scotty's Little Soldiers. On the 31 December 2023, the transfer of all assets and liabilities were made from Scotty's Little Soldiers (charity registration number 1136584) to this entity.

Scotty Little Soldiers Trading Limited (a wholly owned subsidiary of Scotty's Little Soldiers CIO) paid for expenses on behalf of Scotty's Little Soldiers (Charity) totalling £Nil during the period ended 31 December 2023 £Nil (2022 - £Nil). Scotty's Little Soldiers (Charity) paid for expenses on behalf of Scotty Little Soldiers Trading Limited totalling £Nil (2022 - £0) during the period ended 31 December 2023. As at 31 December 2023, Scotty's Little Soldiers Trading Limited owed Scotty's Little Soldiers £35,443 (2022- £51,650) in respect of a loan provided for the purchase of merchandise and paid expenses. Interest was charged and paid on this loan totalling £755 for the year. A strategic plan is in place to ensure that Trading pays the loan off to Charity over the course of the next few years. This loan was transferred to Scotty's Little Soldiers CIO as part of the transfer of all assets and liabilities and the loan will continue to be paid off as planned.

## 25 Cash generated from operations

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Surplus/(deficit) for the year	(58,133)	276,404
Adjustments for:		
(Profit)/Loss on disposal of tangible fixed assets	529	3,097
Amortisation and impairment of intangible assets	5,136	5,136
Depreciation and impairment of tangible fixed assets	44,267	47,398
Interest received	(1,728)	-
Movements in working capital:		
(Increase)/decrease in stocks	19,210	(8,020)
(Increase)/decrease in debtors	40,871	(250,761)
Increase/(decrease) in creditors	<u>104,816</u>	<u>(9,059)</u>
<b>Cash generated from operations</b>	<u><u>154,968</u></u>	<u><u>64,195</u></u>



## **SCOTTY'S LITTLE SOLDIERS**

PO Box 1273, King's Lynn DO,  
PE30 9HD

0800 092 8571

[www.scottyslittlesoldiers.co.uk](http://www.scottyslittlesoldiers.co.uk)

Registered Charity No. 1170528

**SCOTTY'S LITTLE SOLDIERS**

England & Wales - Charity number 1170528

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# Accounts

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**SCOTTY'S  
LITTLE  
SOLDIERS**

**20  
22**

**ANNUAL REVIEW**



**SCOTT'S  
LITTLE  
SOLDIERS**



## OUR MISSION

To provide relief from the effects of bereavement to children & young people who have experienced the death of a parent who served with the British Armed Forces.

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# A NOTE FROM NIKKI

In 2022, I've loved seeing our Members and Springboarders form friendships at events, I'm so proud of the increased support we've been able to provide and I'm glad more bereaved Forces children are benefitting from our services.

It's essential that bereaved military children and young people don't feel alone and this year we arranged a number of events to help connect them.

Our Members Council met up and as well as developing friendships, they gave us some great suggestions for the support they feel is needed. It's so important to us that the voice of our Members and Springboarders is heard. We really listen to them and they shape the future of the charity.

We put on a weekend event in the Peak District for a few of our Springboarders. These are our members aged 18-25 years. They had the opportunity to take on fun and exciting physical challenges, and sharing their experiences of growing up without their parent.

Remembrance was particularly momentous in 2022. We took 55 children and young people to London for a full weekend of commemorations. They attended the Festival of Remembrance at The Royal Albert Hall and this year they were further ahead in the line when marching at the National Service of Remembrance at The Cenotaph, which was a really positive step forward in ensuring bereaved Forces children and young people feel

remembered.

Our 'heroes and villains' themed Christmas party brought lots of smiles at what can be a challenging time of year. Our Members also loved receiving a Christmas video from Prince Harry, dressed up as Spider-Man, which came just a month after he wrote them a letter to tell them he was thinking about them at Remembrance.

I am really pleased with the increased support the team were able to provide our Members and Springboarders around Remembrance, which is talked about later in this report.

We launched a podcast called 'Help Me I'm Grieving' which is a really important resource for our members and for their parents and carers. By supporting parents and carers and helping provide them with the tools and confidence, it means they can support their children through their bereavement. We started a peer support network to enable the parents of Scotty Members to share their experiences.

We also set up the 'Aspire' podcast for our Springboarders, hosted by Alex who has been supported by Scotty's throughout his childhood and is now a Springboarder himself.

He's a natural host and chatted to inspirational guests, gaining career advice and learning useful life skills.

I'm so proud of the support we provide to our Members and Springboarders, but we know there's still so many more young people out there who aren't getting the support they need. This year, we launched a campaign, Help Find Their Children, fronted by General Lord Dannett. Throughout the year, our membership went from 510 to 581 and we are continuing on our mission to reach more bereaved military children and achieve our goal of supporting over 1000 young people annually by 2030.

Thank you so much to all our incredible supporters who enable us to make a difference to the lives of our Members and Springboarders. We hope we do their parent proud.

*Nikki Scott*

**Nikki Scott, BEM**  
Founder, Scotty's Little Soldiers

“It's so important to us that the voice of our Members and Springboarders is heard. We really listen to them and they shape the future of the charity.”





## OUR PROMISES

WE WANT EVERY BEREAVED FORCES CHILD AND YOUNG PERSON TO HAVE:



Access to the very best emotional health and well-being support



Outstanding development opportunities



The chance to smile again

## OUR CORE VALUES



### FAMILIES COME FIRST

Our beneficiaries are the sole reason we are here. For every decision we make and every action we take, we ask ourselves how this takes us closer to completing our Mission.



### EVERYONE A SUPPORTER, EVERY SUPPORTER A V.I.P

Everyone who walks through our doors has the potential to support the charity. Without that support we can't achieve our Mission. Everyone is a potential supporter & every supporter should be treated like a V.I.P.



### LOVE WHAT YOU DO

When you truly love what you do it shouldn't feel like work, and when it doesn't feel like work you can achieve great things. We work as a team towards one goal, our Mission.



### REMEMBER EVERY DAY

For our beneficiaries Remembrance isn't just one day of the year, it's everyday of the year. We remember the sacrifices made by these families, everyday.

# REMEMBRANCE



**In 2022, we increased our support around Remembrance and took a big leap forward in helping our members feel remembered.**

One of the most significant improvements during 2022 was our support offer around Remembrance, as we recognise it can be a particularly difficult and poignant time of the year.

## THE NATIONAL SERVICE OF REMEMBRANCE

In 2019, Scotty's took 18 children and young people to march in the London Remembrance Parade on Remembrance Sunday. Scotty's had tried hard to make this a reality for many years prior to 2019, as we strongly believe that bereaved British Forces children and young people should have every right to be there and take part in the service that means so much to them.

In 2021, we were able to bring 45 bereaved Forces children and young people to the parade. This was

a huge step, however, we still witnessed our bereaved British Forces children and young people positioned at the back of the line whilst serving personnel, veterans and war widows were miles ahead and given a priority place in Horse Guards Parade.

This made our bereaved children and young people feel like they were being forgotten and the depth of their bereavement was not being acknowledged. They



**I just wanted to say how brilliant this is as a resource. Clear, sensitive, but written in the perfect way for us teachers and staff to understand. Thank you so much. I have shared it with all staff.**

**- Teacher**

couldn't understand why the widow of a service personnel could be at the front of the march in Horse Guards Parade, but they could not. Yet again, our Members and Springboarders felt let down by the military community.

After strongly expressing our concerns about this issue, highlighting that these brave children and young people have all experienced the death of a parent who served our country and have every right to start in Horse Guards Parade and be placed in a more suitable position in the line, we made huge progress. In 2022, we were able to provide a full Remembrance event package to our families, allowing us to host 55 of our bereaved children and young people in London over the Remembrance weekend.



**The Remembrance packs are super helpful for the children who wanted to share them with their schools. Once again, Scotty's have got it just right!**

**- Scotty Parent**



## BBC ONE'S FESTIVAL OF REMEMBRANCE

In addition to marching in the parade, we donned our black and yellow scarves and attended BBC One's Festival of Remembrance – a brand-new and deeply meaningful experience for our families.

One Scotty parent said: "The Festival of Remembrance was a really amazing, emotional experience. It was lovely to be there with lots of the families Scotty's support, I wouldn't have wanted to have attended that without the Scotty community. It's like everyone there knows exactly how you're feeling and you know how they're feeling. There's always someone to chat to and there was a proper sense of community."

Thanks to the Lest We Forget Association, accommodation was provided and the families had the chance to seek guidance and support from the Scotty team, as well as plenty of opportunities to get to know other families who truly understood the feelings and emotions that surround Remembrance.

## MARCHING WITH PRIDE

The next morning, our families gathered at Horse Guards Parade to march with pride.

"To be surrounded by so many people in the same situation brought a sort of comfort that can't be explained to outsiders, a comfort that puts you at ease and somehow distracts you from the pain that Remembrance causes. Everyone was just lovely, respectful and all the young people did their hero proud"

The event was attended by thousands of veterans, servicemen and civilians, as well as members of the Royal Family, including His

Majesty King Charles III and the Prince and Princess of Wales. Many high-profile political figures were also in attendance, such as Prime Minister Rishi Sunak.

Seeing so many people take part in the ceremony reassured our members that their loved one had not been forgotten, as thousands of people stood in silence to honour their parents and pay respect to their service.

One of our Members said: "Seeing so many people honour my daddy made me feel really proud and reminded me of how many children Scotty supports."

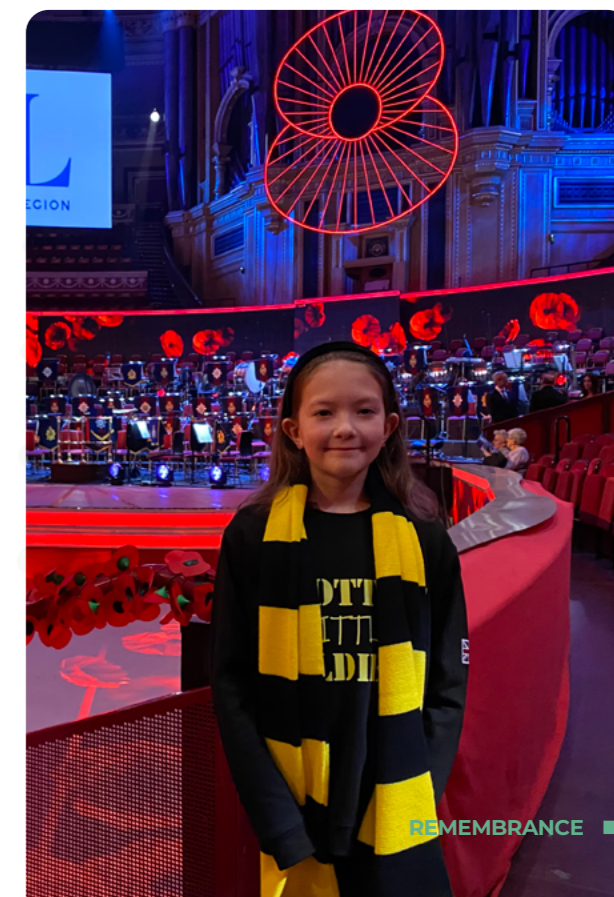
## SCOTTY'S REMEMBRANCE PACK

In addition to attending the National Service of Remembrance and BBC One's Festival of Remembrance this year, we wanted to ensure that all of our Members and Springboarders felt supported in the lead up to the day and would have the opportunity to express their pride in their parent's service. We therefore created a new Scotty's Remembrance pack which we sent to all our Members and Springboarders – kindly made possible with a grant from AFCFT.

Our members previously told us that they had a wide range of experiences around Remembrance – some positive and some negative – and so we wanted to equip them with information, guidance and various tools so they could

confidently look after themselves.

The packs contained 11 ways to remember a loved one at the time of Remembrance, guidance and tips on looking after yourself, a special Remembrance colouring-in sheet, and a voucher to spend on a meal so they can take some time out as a family and talk about their loved one. The packs also included information and resources that could be used by the child or young person's school or education setting. Guidance was created to help their education providers have a better understanding of how they can support a bereaved military child during the Remembrance period. Whilst this was a new resource for 2022, it is one that we will continue to develop and distribute each year after receiving such positive feedback.



# AT A GLANCE

A quick look into the work of Scotty's, highlighting key milestones, achievements and the positive difference Scotty's makes on bereaved military children and young people.

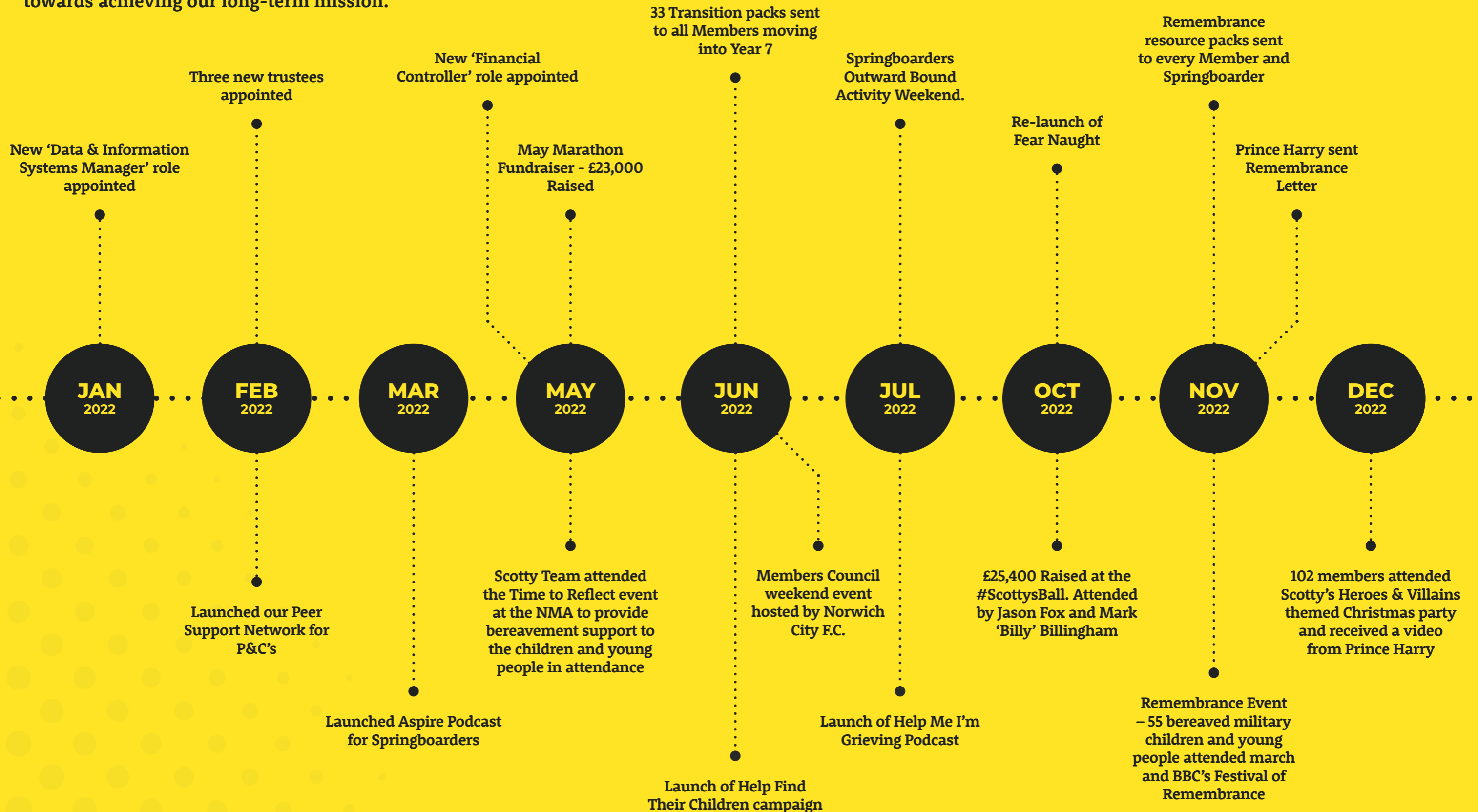


## MILITARY SERVICE BREAK DOWN



# SCOTTYS

Scotty's look back on 2022 - a year of remarkable achievements and growth, which helps us on the journey towards achieving our long-term mission.



# OUR PROGRAMMES



## SMILES

FUN & ENGAGEMENT

*During 2022, Scotty's provided 245 bereaved British Forces children and young people with a Scotty respite break.*

“ We felt part of a support network with all the little Scotty's bits and information inside the lodge. It was the first anniversary and we could sit and talk about daddy's time in the Navy and explain more what Scotty's is about and help them understand there are other children like them.

- Scotty Parent

*In December, 102 Members attended the Scotty's Christmas party.*



## SUPPORT

EMOTIONAL HEALTH & WELLBEING

*During 2022, Scotty's provided 235 direct 1:1 bereavement support sessions to our Members and Springboarders.*



“ The support we received was excellent from start to end. Reassuring myself and offering my daughter a chance to talk openly. My daughter has felt more able to deal with her feelings since talking to Mark. She still has times when she feels low but feels that she now has more tools to help her to deal with those feelings.

- Scotty Parent



## STRIDES

EDUCATION & DEVELOPMENT

*During 2022, Scotty's awarded 235 education and developmental grants to its Members and Springboarders.*



“ Since receiving the grant, I have noticed an increase in his confidence and self-esteem. I just wouldn't have been able to cover the costs without the grants from Scotty's. It means he gets to do something just for him, that he enjoys.

- Scotty Parent



## SPRINGBOARD

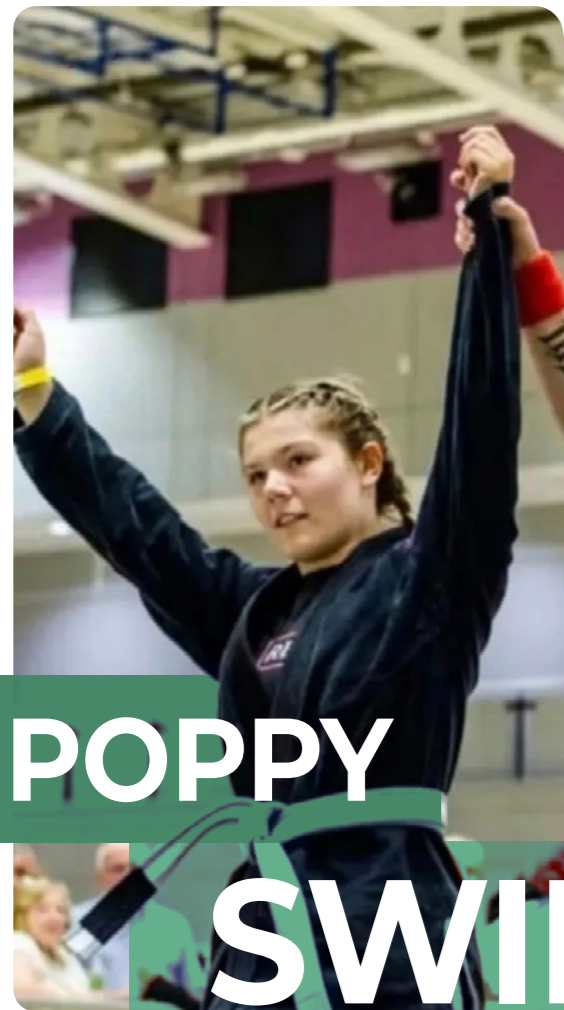
18-25 YEAR OLDS

*During 2022, 69 Scotty Members transitioned into the SPRINGBOARD Programme.*

“ The SPRINGBOARD Programme is massively useful, the allowance for university is really helpful and it's also comforting to know that the support is still there. Although I'm older, there are still times when I feel emotional about what happened to my dad and that won't ever go away. Knowing that there is always someone there to talk to when I need them is greatly reassuring.

- Springboarder





# POPPY SWINNERTON

**14-year-old Poppy Swinnerton was just a baby when her dad died. Now our Scotty Member fights her way to become Junior Jiu-Jitsu World Champion.**

**P**oppy Swinnerton (14) was just a baby when her dad died. Now our Scotty Member fights her way to become Junior Jiu-Jitsu World Champion.

Last year, hoping to improve her fitness and learn how to defend herself, Poppy took up Brazilian Jiu-Jitsu. What started as a hobby quickly became a passion, and Poppy is now the World and European Brazilian Junior Jujitsu Champion. It's an incredible achievement, and one Scotty's Little Soldiers is proud to have helped her reach.

## TRAINING FIVE DAYS A WEEK

Poppy started Brazilian Jiu-Jitsu lessons hoping to find a fun way of staying fit and gaining some self-

defence skills at the same time. As she grew more passionate about the sport, her lessons became more and more regular, and she now trains five times every week.

The Scotty Allowance, an annual grant of £150 Scotty's offers every member to help pay for extracurricular activities, helped Poppy and her family cover the cost of the lessons she needed to reach her dream.

"The Scotty Allowance contributes to my private lessons every Tuesday," says Poppy. "It's after those private lessons that I started to see a big improvement in myself and began entering competitions. I'm always using things I've learnt from my private lessons and it's definitely all that stuff that helped me win the World Championship."

## IMPROVING CONFIDENCE

Her mum adds: "Financially, all these lessons aren't cheap. Especially doing it five times a week. The funding Scotty's provide has been a massive help, particularly with the cost of living and the way prices are rocketing at the moment."

Despite being only 14, Poppy is already part of the adult Brazilian Jiu-Jitsu club, as her coaches quickly realised she was too advanced for the younger groups.

"I started in the kids' class," she says, "but I was only there for a little while before being moved in with the adults. I'm now training with men and women of all ages and sizes. It was a bit weird at first but now I quite enjoy being the youngest and people know not

to go easy on me. I love the challenge."

"It's overwhelming," adds Poppy's mum. "I've seen such an improvement in her self-confidence. She no longer avoids situations and is always challenging herself, which she never used to do. Her mindset has completely changed since she started the lessons. She won silver in her first competition and although she was really pleased with it, I could see how much she wanted that gold. We sat down and I asked her how serious she was about this, and she made it clear she wanted to go as far as she could. I could see how much passion she had for it."

## CELEBRITY ATTENTION

As a result of increased media attention and lots of celebrities taking up the sport, Brazilian Jiu-Jitsu has become much more popular over the last few years – something Poppy couldn't be happier about.

"It depends on the day, but I'm normally training with 30 or 40 other people. Everyone is super supportive of each other and I love the atmosphere. Loads of people are getting involved now. Even famous actors like Tom Hardy, who was in the news for winning a tournament. Hopefully I'll get to fight him at some point!"

## BECOMING WORLD CHAMPION

Earlier this year, Poppy took on two of her biggest challenges yet: the Brazilian Jiu-Jitsu Junior European Championships and Junior World Championships. Her hard work paid off, and she came home with the gold medal in both.

"A lot of people had been telling me I should go for it, so I did. There were competitors from lots of different countries and winning against them was amazing. It was almost a relief as well because I had been building it up in my head for so long."

Her mum adds: "I'm so proud of her. It's not a sport you see many girls doing as it's so physical and full-on, but she's completely taken to it and I think she'll be a brilliant role model for other young girls interested in the sport."

## SCOTTY'S IMPACT

In addition to benefiting from the Scotty Allowance, Poppy and her mum have attended a number of Scotty events including respite breaks and our annual Christmas party.

"We really enjoy the breaks," says Poppy. "It's a great chance to get together as a family as we're all normally busy with work and school and stuff. We've been to Blackpool, Haggerston Castle, Great Yarmouth and Center Parcs. Scotty's is so important to me because it's supported me loads and connects me to my dad. I'm really grateful for it."

"Scotty's are unbelievable," says Poppy's mum. "They've been there for us almost from the very beginning. Like Poppy said, it's a connection to her dad and a connection we'll always have. She looks forward to the treats she gets every year, the birthday presents and vouchers, and we love attending the National Remembrance Parade with Scotty's. It's great to know Scotty's aren't just there for a year or two, but will continue to support her as she grows up as well."

As for the future, Poppy is determined to keep working hard and push her Jiu-Jitsu dreams as far as she can.

"I want to have a future in Jui-Jitsu. Keep working at it and getting different titles, going semi-pro and getting my name out there."

**“ The Scotty Allowance contributes to my private lessons every Tuesday... it's definitely all that stuff that helped me win the World Championship. ”**



**Service:** Army

**Unit:** Royal Electrical and Mechanical Engineers

**D.O.B:** 28/11/1981

**D.O.D:** 04/12/2008

**Age:** 27



# ALEX THOMAS

**20-year-old Alex Thomas was just four when his dad, Major David Thomas, died of cancer. He is now the host our Aspire podcast for 18 to 25-year-olds, where he speaks to inspirational guests who have overcome challenges and achieved great things.**

**A**lex has been supported by Scotty's since he was 13. Alex's first experiences with Scotty's included going on respite breaks to Center Parcs and Devon Cliffs, which were great opportunities for him and his family to spend some valuable time together and remember his dad.

Alex's dad, Major David Thomas, served in the REME (Royal Electrical and Mechanical Engineers) and was diagnosed with cancer when Alex was five months old. Despite being told he had only six months to live, David remained by his son's side for three and a half more years. The reason, he told Alex's mum, was that he refused to let go until

his son was old enough to have memories of him.

### FEELING CONNECTED

"Being part of Scotty's helps me feel connected to a wide community of young people who are in the same situation as I am," says Alex. "It gives you this real-life sense that you're not alone and that it's okay to not completely understand some things about yourself or what happened to you. Scotty's has really helped me realise that. There are so many people I can talk to and who can talk to me. It's this community – a big family, really – that help each other out. We've all lost a parent and we're all in the same boat, at the end of

the day."

Some of Alex's first experiences with Scotty's included going on respite breaks to Center Parcs and Devon Cliffs, which were great opportunities for him and his family to spend some valuable time together and remember his dad.

"I remember going on Scotty Breaks down to Devon Cliffs and Center Parcs when I was younger. We did that quite a few times. I'd been to Center Parcs before and it was already my favourite place, so it was great to be able to go there again and get away from everything."

### VISITING BUCKINGHAM PALACE

Alex has also attended a number of Scotty events, including being provided with an opportunity through the charity to attend a special event for bereaved Forces children at Buckingham Palace in 2018, where he met a few famous faces.

"The big garden party at Buckingham Palace a few years ago was just incredible. Prince Harry and Prince William were both there and I met Roman Kemp on the DJ deck, which was pretty cool. It was a brilliant day and definitely one of my favourite Scotty memories. I think that's the day I started to realise how much Scotty's do and how many children they support."

### GIVING SOMETHING BACK

When not studying for his degree in Sports Coaching, Alex is the host of Scotty's Aspire podcast for Springboarders.

In the podcast, Alex talks to inspirational guests about their life, career and the challenges they've overcome with the aim of gaining useful life skills.

"Scotty's has done a lot for me, so when I saw an opening to host the podcast it felt like a chance to give something back. I also used to love making videos on YouTube and this felt like a way to reignite that creative spark. It was very outside my comfort zone, but that's part of why I wanted to do it – I wanted to push myself. I've loved it."

Many of the people he speaks to also have links to the military, which means Alex is able to ask questions many Springboarders – who have all experienced the death of a parent that served in the British Armed Forces – may be interested in.

### A VOICE FOR BEREAVED MILITARY CHILDREN

"In addition to hosting the podcast, I'm also sort

of representing Scotty's Springboarders, so I try to ask things they'll want to know the answer to and throw in some personal bits about myself here and there to make it more relatable. If I say something on the show and someone listening who has also lost their parent thinks, 'hey, I do that too,' then they might feel less alone."

Unsurprisingly, Alex is a huge football fan. His dream podcast guests are David Beckham and Cristiano Ronaldo, but his reasons for wanting them on Aspire go beyond just his love for the sport.

"Beckham has so many avenues he works in and he's done so much for charity, while Ronaldo lost his dad at quite a young age. Prince Harry would be really interesting to speak to as well, having lost his mother when he was a kid and then going on to serve in the military. It's hard to pinpoint just one as there are so many inspirational people that Springboarders could learn from."

### IT'S OKAY TO NOT ALWAYS BE OKAY

Since joining Scotty's, the position the charity holds in his life has changed and adjusted to meet his needs.

"I've always known Scotty's was there to support me, to tell me I'm not alone and that it's okay to not always be okay about my situation. But, as I've grown up, I've become much more aware of their presence in my life and all the stuff they do. Part of that is a result of working on the podcast, but it's also because, as I've got older, I've started to understand how I feel about my situation more and see all the different ways Scotty's can help. I feel like if Scotty's can help me, then there's plenty of others out there who will be in the same situation they can help as well."



### Major David Michael Thomas

*Service: Army*

*Unit: Royal Electrical and Mechanical Engineers*

*D.O.B: 06/05/1969*

*D.O.D: 05/06/2006*

*Age: 37*

*Cause of Death: Illness*

**"I've always known Scotty's was there to support me, to tell me I'm not alone and that it's okay to not always be okay."**



# KIRSTY MCLACHLAN

**18-year-old Kirsty McLachlan never got to meet her dad, Cpl Robin McLachlan, who died in a road accident before she was born. She and her sister, Heather (21), were two of Scotty's earliest Members.**

**K**irsty joined Scotty's Little Soldiers in early 2012, two years after the charity was founded.

"For me, the main thing Scotty's means is community," says Kirsty. "It's a fantastic resource, and it always helps to know you're not alone and that there are other people your age in similar situations. If you ever want to reach out with any issues, there's all these people who understand what you're going through and can point you in the right direction."

## DISCOVERING HER TALENT

From a young age, Kirsty has been very interested in music, and with help from the Scotty Allowance her family has been able to pay

for a variety of music lessons. She now plays piano, guitar, bass, double bass and ukulele.

"Scotty's has helped a lot with paying for those music lessons. They started a very long while ago, probably around primary school age. I've been playing piano the longest, which started because my sister was learning it at the time and my mum asked if I wanted any lessons. I said no, because I had this idea that I wanted to be an architect, but after watching my sister play, I knew I wanted to do it too. I then got interested in a local folk band, and that really helped with developing my confidence and getting a better grasp on what music is."

## TAKING THE NEXT STEP

On top of playing five separate instruments, Kirsty also enjoys creating her own compositions and is hoping to study music at university next year.

"I'm still waiting for my results, which isn't much fun. I'm hoping to study at either Cambridge or Durham. I just hope I get the grades!"

With the aid of Scotty's SPRINGBOARD Programme, which supports members aged 18 to 25, Kirsty will continue to receive support through to the end of university and beginning of her career, assisting with opportunities to develop her education and life skills.

## SCOTTY'S GRANTS

In addition to music lessons, Kirsty has received a variety of other Scotty grants which have helped her reach key milestones in her life.

"I had a driving grant last year which was really useful for me, as I'm slightly terrible at driving. I passed in the end but I'm really glad Scotty's could help out with that. My sister also successfully applied for a super grant a few years ago to do her gold Duke of Edinburgh award! Her joints are hypermobile, which means she struggles to walk the distance they need to cover, but there was also a sailing option, which Scotty's helped her pay for and meant she could get a gold DofE award. It was dead cool."

## TAKING A BREAK

In addition to receiving grants to help develop her skills and provide new opportunities, Kirsty and her family have also attended a number of Scotty events over the years, including respite breaks.

"We've been on Scotty breaks to Center Parcs, which Mum loves as she says it reminds her of when she and my dad used to live at JHQ in Germany – the Army base. She really enjoys getting the opportunity to go there as it reminds her of Dad."

## BEING PART OF A COMMUNITY

Kirsty has also attended a number of Scotty's Christmas parties over the years, and in 2020 took part in our lockdown Christmas party over Zoom. She thought the whole day was fantastic, but one moment in particular stands out to her.

"I actually enjoyed the fact it was digital because it led to such a fun format. The highlight for me was when Santa Claus appeared and started playing jingle bells on the concertina, which is a really cool folk instrument. The absurdity of it was just phenomenal. I remember when it came onscreen – I ran downstairs

shouting to Mum, 'this guy's got a concertina, it's brilliant!'

As well as being lots of fun, the Christmas party also serves as an opportunity for Scotty Members to meet other bereaved military children and young people who understand what they're going through.

"It's a great chance to meet up with everyone and the community aspect is really nice," says Kirsty. "It's comforting to know everyone there is going through the same thing you are, that you're not the only one who doesn't have everyone home at Christmas, but you're all still able to smile and have a good time."

## GROWING UP WITH SCOTTY'S

As one of Scotty's earlier members, Kirsty has spent her childhood and the entirety of her teenage years being supported by the charity. Over this time, she's seen Scotty's grow and evolve first-hand, while the position the charity holds in her life has changed to meet her needs.

"I've been a member of Scotty's for a long time, since near the start. There's always been the Christmas do, where you meet up with everyone, but now that Scotty's support more people there's lots more opportunities for meeting other members. Rather than only knowing a couple of people up north and a couple down south, it feels like everyone is much closer together. There's more of a Scotty's community at a local level and it's much easier to connect with those people, which I think is really cool."

**"It's comforting to know everyone there is going through the same thing you are, but you're all still able to smile and have a good time."**



**Cpl Robin McLachlan**

**Service:** Army

**Unit:** Royal Logistics Corps

**D.O.B:** 27/12/1970

**D.O.D:** 12/09/2003

**Age:** 33

**Cause of Death:** Road Accident

## MY STORY



# BEN O'DONNELL

14-year-old Ben O'Donnell was just a baby when his dad, WO2 Gary O'Donnell, was killed in action while on tour in Afghanistan.

Remembrance is a deeply personal, poignant time for all the children and young people supported by Scotty's. Here, Ben shares what remembering his dad means to him, the affect Remembrance has upon him, and how support from Scotty's Little Soldiers continues to help him during this time of pain and pride.

### GROWING UP WITHOUT MY DAD

I never knew my dad. He served with the 11 Explosive Ordnance Disposal Regiment, Royal Logistic Corps, and died on the 10th September 2008 while trying to disarm an IED in Helmand Province. I was nine weeks old.

I was too young at the time to have any memories of him, but

with the help of my mum and older brother, Aiden, I've learnt a lot about the kind of person he was and what he was interested in. I do find it hard living without a dad, but it helps when my family talk about him and Remembrance means a lot to me as it's a chance to feel really proud of everything he achieved and remember him in the best way I can.

### ATTENDING THE LONDON REMEMBRANCE PARADE

Our family joined Scotty's for the National Service of Remembrance in London last year with lots of other Scotty Members who all have a parent that has served and died, just like my dad. I felt really good walking the parade as it showed me there are lots of people in the world like me, who

have all been affected by the death of their parent. Having events like Remembrance is so important as it helps everyone remember all the heroes we've lost. Not just my dad, but everyone who has put their lives on the line for our country.

I really enjoyed walking the parade with Scotty's as not a lot of people know what I've been through, but everyone from Scotty's has gone through a similar experience and understands what it feels like. Because of that, I found it really comforting that we could all pay our respects together.

Putting on my yellow and black Scotty's scarf and attending the parade was really nice as I think it's so moving to see thousands of people paying their respects.

### REMEMBERING AT SCHOOL

Even though my school friends don't really understand what Remembrance is like for me, they're all really supportive and always try to cheer me up if I'm feeling down. We have assemblies in school about Remembrance Day and I think it's important those continue as it's such a significant event for so many, but unfortunately some people my age don't always realise that.

When people my age think of Remembrance, they sometimes forget about all the people who are fighting and dying right now. People like my dad. Everyone thinks about big World Wars because that's what we learn about in school, but there are people still out there risking their lives today.

### SHOWING RESPECT

When I'm walking around school during Remembrance, I've heard a few people say, 'why do we still have Remembrance when World War I and World War II were ages ago?' I stopped a few of them and said it's because there are still people today fighting for our country and dying because of it. But, because it doesn't affect them, they don't care. I just think... you have all the other days of the year to mess around and do whatever you want. It's not even like it's an entire day, it's only two minutes. There are so many people who this day means so much to. Just be respectful and think about all the people around you who may have lost someone.

### WEARING A POPPY

Another way people can show their respect is by wearing a poppy. It makes me happy to see people wearing poppies because it means that they know what my dad and other soldiers have done to help us have better lives. The poppy is such a special symbol to remember our fallen heroes. For me, the poppy also

shows that just because a bad thing happened, it doesn't mean there's no good stuff to come after. It's like saying to me on a bad day that tomorrow will be great. There was this horrible war, but because of it we were able to see this really pretty flower.

### REMEMBRANCE TRADITIONS

There's a plaque for my dad in our town near the local church where we like to lay wreaths and poppies in memory of him. I think it's so important that we keep marking Remembrance every year because we should never forget about all of the soldiers and everyone else who has put their lives on the line for our country. It's like we're thanking them.

### WHAT SCOTTY'S MEANS TO ME

I've been part of Scotty's since I was four years old and was one of the first kids to join the charity. Being part of Scotty's helps me feel confident because I'm with lots of other people who have experienced the same thing as me. It reminds me that I'm not alone and helps me remember my dad. It's like having a second family. A family where everyone knows and understands what we've all been through.

This year I've been sent a Remembrance pack which suggests some good ways to remember my dad, guidance on looking after myself over Remembrance, a special Remembrance colouring-in sheet, and even a voucher for my family spend on a Remembrance meal.

I've made some great friends at Scotty's and I never have to explain what happened to my dad, because they already know. It makes everything so much easier and means we can just concentrate on having fun together and supporting one another.



### WO2 Gary O'Donnell

*Service:* Army

*Unit:* Royal Logistic Corps (11 EOD Regiment)

*D.O.B:* 20/07/1968

*D.O.D:* 10/09/2008

*Age:* 40

*Cause of Death:* Killed in Action

“ When people my age think of Remembrance, they sometimes forget about all the people who are fighting and dying right now. ”

# HELP FIND THEIR CHILDREN

In 2022, Scotty's launched a campaign to reach hundreds of bereaved British Forces children and young people who aren't getting the support they need.



At the beginning of 2022, Scotty's were supporting 510 bereaved British Forces children and young people. We are so proud to be supporting these members, but what about all the other children who have experienced the death of a military parent, that aren't getting the support they need?

We used a number of sources, including information from the Ministry of Defence, questions asked during parliamentary debates, media research, and our own research, to establish that the number of bereaved children and young people aged between 0 and 25 years, from serving Regular and Reserve Forces and the Veteran community, far exceeds 1,000.

Knowing that hundreds of bereaved military children aren't benefiting from Scotty's support, we set ourselves a goal to be supporting 1,000+ bereaved military children

and young people annually by 2030. But how do we reach bereaved families and let them know we are here for them?

We launched a campaign called Help Find Their Children. The campaign had two strands:

- 1 We made it as easy as possible for people searching for help to find info on Scotty's Little Soldiers. Whether this be a parent or carer of a bereaved military child, a professional working with a young person, or the young person themselves.
- 2 We actively encouraged people to help reach families bereaved of a military parent. We aimed our campaign at the military and veteran community, knowing they would most likely know families and could help them get support.

To enable those searching for help to find us, we created a dedicated webpage with videos on how to get support, we made use of SEO, we simplified our membership forms and we launched a podcast series called Help Me I'm Grieving, to support bereaved families and also raise awareness of Scotty's work.

In order to reach the military and veterans community, we asked General Lord Dannatt to front our campaign and he happily accepted. We worked with him on a video, which we hosted on a dedicated campaign webpage and was shared on social media.

The call to action was clear – *Please help spread the word.*

The campaign launched in June, to tie in with Armed Forces Day. Just ahead of the launch, Scotty's was supporting 533 bereaved military children and young people.

The campaign was shared widely on social media, with shares from regimental associations, other military charities, individuals within the military community and from funeral directors. Articles appeared in targeted military publications, and talks were organised to help spread the word, including Scotty's Bereavement Specialist, Lorna, talking at an NHS Veteran Aware Event.

By the end of 2022, Scotty's had welcomed an additional 48 members since launching the campaign, with the membership total at 581.

With every member that joins, we are so sad for their loss, but proud that we can provide them with support and ensure they don't feel alone as they navigate their grief journey.

*Please continue to spread the word.*



591 MEMBERS

TOTAL MEMBERS SUPPORTED IN 2022

48

NEW MEMBERS JOINED BY THE END OF 2022

GENERAL LORD DANNATT

FRONTED THE CAMPAIGN



100% of the funding we need to deliver our services comes from our supporters, whether they are a grant funder, a business, or an individual giving what they can. We can't do it with you.

# FUNDRAISING



I support Scotty's as a former member of the Queens Royal Hussars and having done the same job as Cpl Lee Scott, it's a charity close to my heart.

- Scotty Supporter



**O**ur belief is that people will take an action if they feel passionate about our cause, so we spend more time communicating the needs of our Members and Springboarders and how they feel Scotty's have helped them rather than asking for money.

Every supporter that has been with us since inception through to joining us in 2022 has been contributing to the legacy of Cpl. Lee Scott and having a positive impact on the lives of children of service personnel who have been left behind.

In order to achieve our goals for the future, we need to grow our income significantly over the coming years. One of our key five year thrusts is to develop 4-5 sustainable income streams. There are many opportunities we could pursue, however it is important for a small charity to remain focused on the right opportunities and not stretch ourselves too thinly.

In 2022 our income came predominately from three main groups: Individuals, businesses, and grant funders.

## INDIVIDUAL FUNDRAISING AND DONATIONS

It was encouraging to see the number of individuals supporting Scotty's rise by 34% in 2022 compared to the previous year. We saw more people taking on fundraising challenges and organising events which resulted in a greater number of individual donors. As things continued to feel like they were returning to normality after the pandemic, it was great to see people take on international fundraising challenges such as Gavin and John who took part in an Ultra Ice Marathon across the Arctic Circle!

Regular giving is sometimes described as the lifeblood of a charity, as smaller monthly

amounts are just as important as larger injections of income. Contributions from regular givers made up 38% of our total donations in 2022 and as we progress with our strategic growth plans, these supporters will be key to us achieving our aims. The current cost of living crisis is likely to put pressure on regular giving from individuals in 2023 so we anticipate greater reliance on business partnerships and grant giving next year.

## CORPORATE PARTNERS

We were incredibly grateful to long term supporters Annington Homes who continued to part fund our SUPPORT Programme and Incentive FM for their constant fundraising efforts. We were also delighted to welcome new corporate supporters on board including Bank of America and Fortis Vision. From support staff fundraising to providing presentations to employees, it's been

great to work with these companies. We believe Corporate Partnerships will be the largest growth opportunity for our fundraising activity over the next 2 to 3 years and developing a core offer for those partners will form one of our five key initiatives for 2023.

## GRANTS AND TRUSTS

Trust income continues to be a significant contributor to our annual income and we were grateful to maintain funding relationships with ABF The Soldier's Charity, Veteran's Foundation, Forces Support, Lest We Forget, RAF Benevolent Fund, Royal Navy Royal Marines Charity and Armed Forces Covenant Fund Trust. As we go into 2023 we are looking to widen our grants and trusts supporters beyond the military and applying to funders such as BBC Children in Need for funding support, this is a key area of focus for us over the coming 12 months.

## INNOVATION

Charities are encouraged to diversify their income as much as possible and Scotty's is proud to be a forward-thinking charity. Our Fear Naught (FN) brand has always pumped 100% of profits back into Scotty's Little Soldiers. In October 2022 we relaunched this to be more than a clothing brand, incorporating FN challenges, an inspirational podcast, blogs and of course the clothing too. Our aim is to attract a new audience to Scotty's which will ultimately benefit the charity.

# THE FUTURE

As we look towards Scotty's future, we are guided by our unwavering commitment to support bereaved military children and young people. Anticipating new challenges, seeking out exciting opportunities, increasing our reach and deepening our impact.

TO BE SUPPORTING 1,000+ CHILDREN & YOUNG PEOPLE ANNUALLY BY 2030

591

1000

We continue to strive towards reaching our Big Hairy Audacious Goal (BHAG) of supporting 1,000+ bereaved children and young people annually by 2030. There are hundreds of young people who have sadly already experienced the death of a parent who served in the British Armed Forces but are not yet aware of the support offered by Scotty's. Whilst there are fortunately far fewer deaths today from the theatre of war, there are new deaths experienced every year through training operations, accidents, illness and increasingly suicide.

Due to the complexities of family dynamics and reporting, no organisation in the UK can provide the exact number of CYP

under the age of 25, who have experienced the death of a parent who at any time in their life served within the British Forces. The total number of bereaved young people in the UK is not recorded by Government or any other organisation.

We will continue to work hard with other stakeholders to build a more accurate picture of those affected by the death of a parent who served. We will also look to commission the first in depth piece of research into the challenges faced by bereaved Forces children and young people and use this work to identify gaps in our services and further develop existing ones. We anticipate starting work on this extensive

piece of research in 2024.

We also recognise that as the charity grows its services, and offers those services to more young people, we will have to grow as an organisation too. Whilst keeping true to our core values and everything that makes Scotty's so special, we will begin the process during 2023 of building the future version of Scotty's including the development of a Senior Leadership Team and succession plans for key individuals within the charity.

Our vision is to make the support offered by Scotty's available to as many young people as possible and our BHAG is our first target to achieve.

In 2023 we will continue to focus on our 5 five-year key thrusts. Here are the key goals for each of those thrusts during the next 12 months.

### THRUST #1

**Establish an Education Provider offer:**

Education in one form or another is the one thing which all our Scotty Members and Springboarders will collectively go through. It is such a key part of their lives, and we recognise the importance of Scotty's having a specific education offer to help them, their parent and carers, and their education providers.

In 2024 we will launch the first phase of our Education resources, named StandBy and kindly funded by the Lloyds Patriotic Fund and the Armed Forces Covenant Fund Trust.

### THRUST #2

**Increase outreach & accessibility:** Again, keep the headers but change the text under them to: There are so many bereaved young people

already out there across the UK that the charity could be helping today if they knew more about the offer from Scotty's. Key thrust number two is focused on building more awareness of the charity's work and making that support accessible to more young people.

In 2024 we will optimise our website to improve SEO, and will be working closely with the BBC and RBL to maximise the charity's exposure during the important Remembrance period.

### THRUST #3

**Develop 4-5 sustainable income streams:**

As mentioned in the fundraising section of this review, the charity will need to significantly grow income in order to delivery on our promises. Key thrust number 3 focuses on building 4 to 5 reliable and sustainable income streams.

During 2024 we will develop our corporate partnerships offer and relaunch our FEAR NAUGHT merchandise website.

### THRUST #4

**Increase profile to rank #1 for 'Children+Military+Bereavement':**

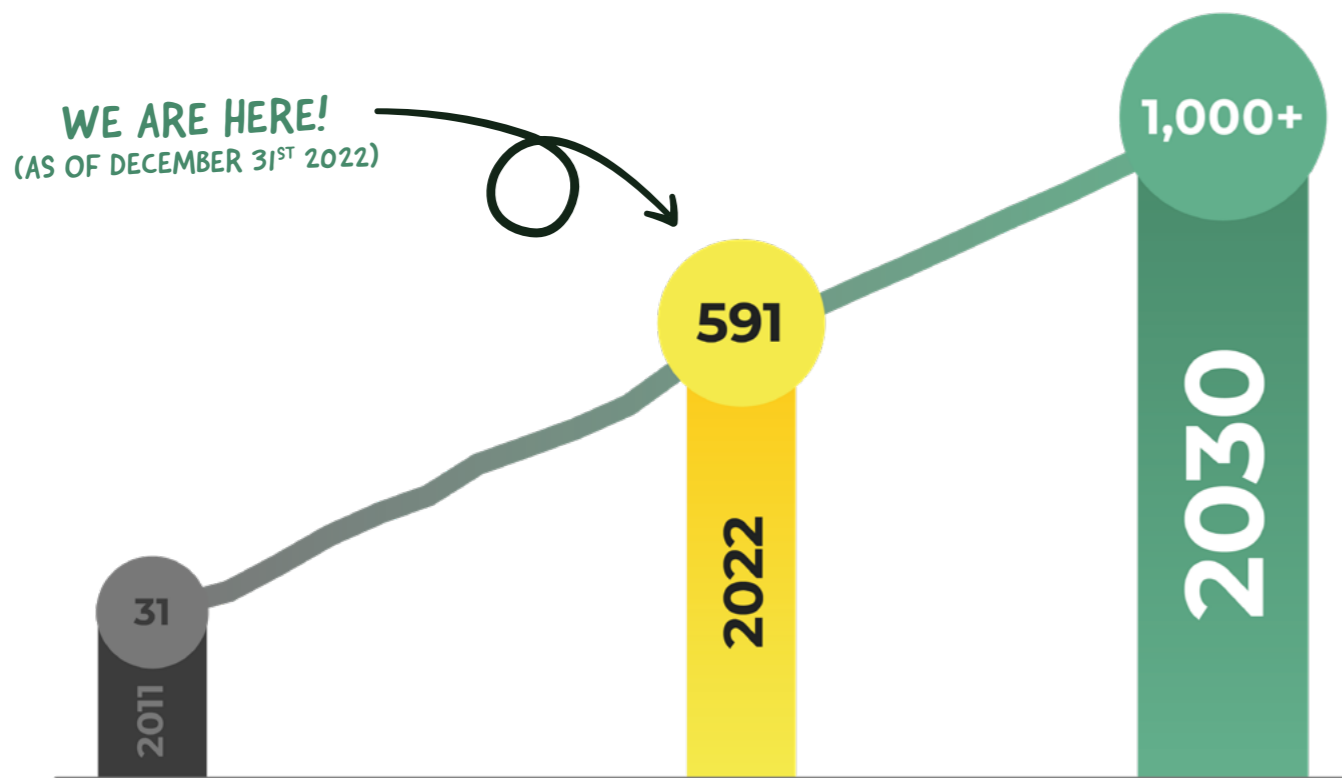
As the only UK charity delivering specialised 1:1 bereavement support to military children it is vital that Scotty's increases its profile over the coming years, primarily to reach more young people, but also to recruit more fundraising supporters, and to provide a platform for the voice of bereaved Forces children and young people to be heard.

In 2024 we will launch a UK wide campaign encouraging the public to sign the Scotty's Pledge to support our bereaved Forces children.

### THRUST #5

**A great place to work:**

We know that none of this is achievable without building a great team, and the key to doing that is to create a great place to work. During 2024 we will begin creating a transformation plan which will lay out the route to Scotty's becoming the 2030 version of the charity it needs to be.



**"To be supporting 1,000+ young people by 2030, we need to start building the 2030 version of Scotty's today. Not only will that see us increasing the number of young people we support by around 70%, we will also need to grow our team to provide that support, the infrastructure around that team to ensure they have the tools and facilities they need, and to grow our income to fund all of that."**

- Stuart Robinson  
CEO, Scotty's Little Soldiers



# A MESSAGE FROM STUART

**In 2022, Scotty's saw sustainable growth, developing our team and expanding our programmes to further support bereaved military families. Our success is a testament to our dedicated team and generous supporters, and we're excited for an even more impactful future.**

**D**espite the challenging economic climate, the team remains steadfast in our mission to support bereaved Forces children and young people. In 2022, we achieved a significant milestone by assisting 591 bereaved young individuals through our four Family Programmes, marking an increase of 87 young people from the previous year.

This achievement wouldn't have been possible without the amazing support of our generous supporters. Your commitment to joining us on our mission is essential to making a lasting positive impact on the lives of these brave young people and their families.

As we aspire to support even more young people, we recognize that growth in all aspects of our charity is essential. Helping

more young people necessitates additional funding, which, in turn, requires an investment in our Supporter team. Moreover, our continuous engagement with bereaved Forces families reveals gaps in available support, prompting us to expand and improve our services.

This growth extends to our infrastructure, such as adopting new technology, facilities, tools, and training. While many charities face declining income, we at Scotty's are determined to forge ahead on all fronts, despite the challenging climate.

Our journey as a charity will lead us through various phases, and the next couple of years will bring significant change. We're evolving from a small organization to a medium-sized one, all while

preserving the values and culture that have always been at the heart of Scotty's.

Our vision for the future includes specific milestones which you can read about in the 'Future' section of this report, and a steadfast commitment to the well-being of bereaved British Forces families.



**Stuart Robison**  
CEO, Scotty's Little Soldiers

**“ We will continue to listen, adapt, and grow, driven by our shared values and the belief that every bereaved child deserves the opportunity to smile again. ”**



# FINANCES

In 2022, Scotty's achieved significant growth, supporting 591 beneficiaries, with a 36% income increase. New team members improved core functions, and a fresh auditor was welcomed. The transition to a modern CIO structure continues, targeting completion by the end of 2023.

The 2022 year has yet again seen Scotty's grow. We continued to work towards our goal of supporting 1,000 bereaved British military children and young people by 2030, increasing from supporting 504 Members and Springboarders in 2021 to 591 during this year.

We also continually reflect on our Mission and expand our services to our Members and Springboarders to achieve this. An example of this in the year, was our newly designed Remembrance Weekend event, which allowed us to take 55 children and young people to London for the poignant weekend. This new format allowed these bereaved military families to attend the Festival of Remembrance, march united in the Remembrance Parade and spend time together at such a difficult time of year.

## INVESTING IN SCOTTY'S

In order to ensure we can continue providing the very best support to an increased number of beneficiaries we knew we would need to continue to grow our income to sustain this. We carefully invested in our expenditure relating to raising funds and was delighted to see the rewards of this for our Members and Springboarders as our income increased by 35% from the previous year. As always, we are extremely grateful to each and every one of our supporters who enabled us to achieve this growth and, to not only continue providing support to bereaved military children, but also enhance it.

We also decided that the costs and availability of outsourcing some of our core business functions, such

as Finance and IT, were causing us inefficiencies and so we invested in new team members in the year. These new starters joined and improved many of our systems, giving us the time and data to make better decisions to allow our Charity to keep being its best, to focus on our core programmes and to be sustainable long term.

We finished the year with a surplus of £276,404, however some of these funds are restricted for use over the next couple of years and our available cash reserves actually reduced at year end to 3-months of expenditure, which is at the lower end of our Reserves policy of operating with between 3-6 months.

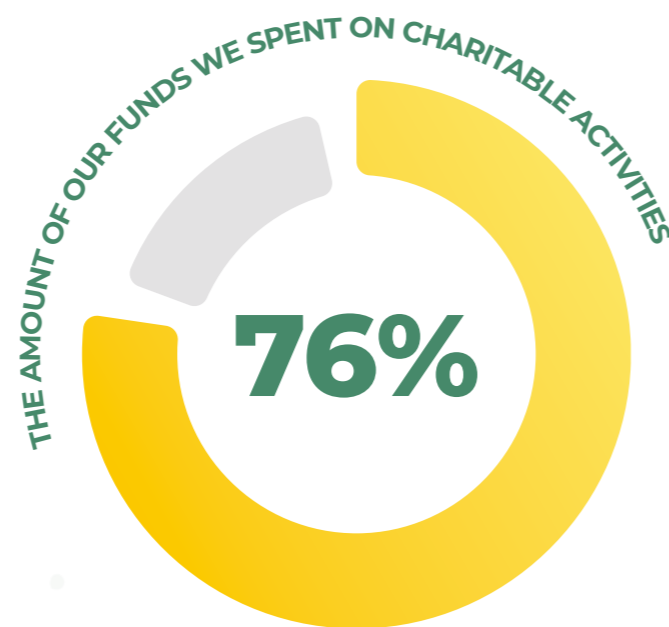
## NEW AUDITOR

After a number of years with our previous auditor, and a new in house Financial Controller, we decided to change auditors for the year of 2022 to gain a fresh perspective on our systems and finances.

## CIO

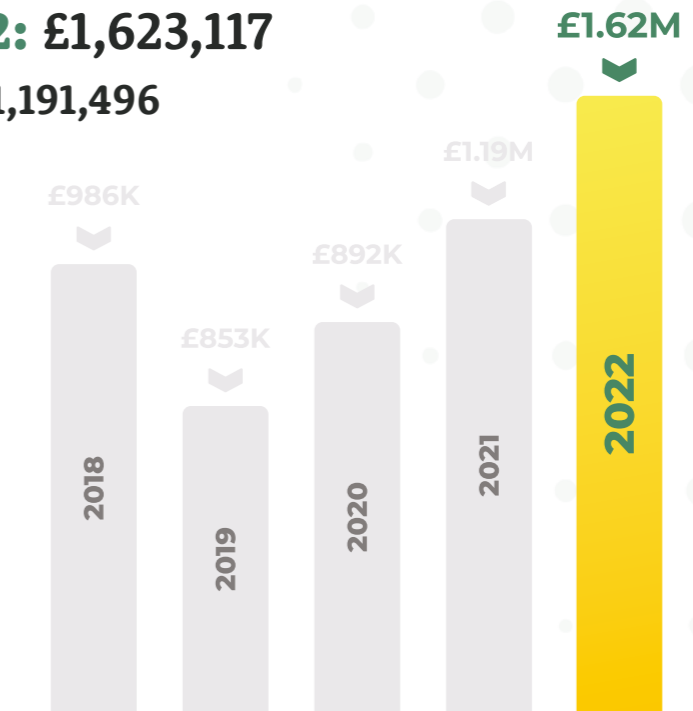
Work continues towards the transition from our current unincorporated trust Charity to the more modern CIO structure. Legislation changes are expected to take place in Autumn 2023 which would allow us to transfer all activities and assets and close the original Charity at the end of 2023, therefore our revised target date for this change is 31 December 2023 to encompass this expected simplification.

As always, we publish this supporter focused Annual Review on our website and our fully audited financial report on the Charity Commission website.



Income 2022: £1,623,117

Income 2021: £1,191,496



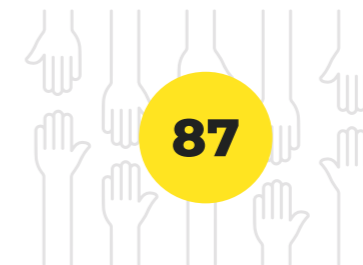
Expenditure 2022: £1,346,713

Expenditure 2021: £1,054,973

During 2022 we invested more in the future growth of the charity which resulted in...



Growing the team by 4 to 22 team members



Supporting an additional 87 children & young people vs 2021



Investing £112k more on raising funds than in 2021



# TRUSTEES' REPORT

The Trustee of the Charity is Scotty's Little Soldiers CIO. The trustees of the CIO are:



**EAMONN O'SULLIVAN**



**ELLEN PLUMER**



**JASON WORTHY (CHAIR)**



**JONATHAN JAMES**



**LUKE PRIESTLEY**



**SIMON MILLAR**



**STEVEN WARD**

The Trustees present their report and financial statements for the year ended 31 December 2022. The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's governing document, the Charities Act 2011 and the 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 (FRS102). Scotty's Little Soldiers is a Charitable

Incorporated Organisation which was set up on 2nd December 2016. The original 'Scotty's Little Soldiers (The "Charity" 1136854) was established in 2010 as an unincorporated charity. Following guidance from the Charity Commission the CIO was established and became the sole trustee of the Charity on 27th November 2018. The charitable activities will be fully transferred to the CIO and the Charity will be dissolved once all existing lease agreements established by the Charity have expired. This was

agreed as the preferred course of action due to the cost and logistical complications of transferring existing leases. This process plans to take place in the main on 31 December 2023.

## OBJECTIVES AND ACTIVITIES

The Charity's mission is to provide relief from the effects of bereavement to children and young people who have experienced the death of a parent who served with the Armed Forces of the Crown.

## OUR OVERARCHING PROMISES ARE:

We want every bereaved Service child and young person to have:

- 1 Access to the very best emotional health and well-being support.
- 2 Outstanding development opportunities.
- 3 The chance to smile again.

## REVIEW OF CHARITABLE ACTIVITIES AND ACHIEVEMENTS FOR THE PUBLIC BENEFIT

We deliver on our promises through our four Family Programmes:

Each Programme has its own four guiding principles around which all activities are focused:



### SMILES Programme:

- Creating a trusted and supportive community for bereaved Forces children and young people.
- Building support networks and developing friendships.
- Regular engagement throughout the year with fun and exciting opportunities.
- Encouraging bereaved Forces children and young people to smile again.



### SUPPORT Programme:

- Resources and information to support bereaved Forces children and young people.
- Guidance for parents and carers to help them support their child from the effects of bereavement.
- Individual bereavement support and referral on to specialised services.
- Bereavement based activities and events to help bereaved Forces children and young people cope with their bereavement and remember their parent.



### STRIDES Programme:

- Reducing any barriers and disadvantages faced by bereaved Forces children and young people.
- Promoting a positive attitude to education and learning and providing opportunities to develop life skills.
- Encouraging bereaved Forces children and young people to develop resilience and thrive. Providing opportunities for bereaved Forces children and young people to achieve, succeed and celebrate successes.



### SPRINGBOARD Programme:

- To provide young adults with opportunities to develop their education and learning, career, volunteering, and life skills.
- To encourage, promote and celebrate young adult's achievements.
- Reducing any barriers and disadvantages faced due to their bereavement.
- Providing networking opportunities and help to build connections and friendships.

During 2022 the charity helped 591 bereaved children and young people. The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Charity should undertake.

## GRANT MAKING POLICY

The charity supports beneficiaries through the use of a number of small grants (no greater than £1,000) as part of the STRIDES Programme. There are 5 grant schemes available, all designed to help disadvantaged young people with educational and personal development aims; The Scotty Allowance, New School Grant, Scotty's Driving Grant, Scotty's Higher Education Grant and The Super Grant. Applications are submitted year-round via the charity's online portal and the specific criteria for each grant is explained on the charity's website.

## FINANCIAL REVIEW

The Trustees are pleased to report that financially the organisation is in good health and continues on its planned growth trajectory, increasing income versus 2021 by 36% to £1,623,117 (from £1,191,496 in 2021).

Our 2030 goal of supporting over 1,000 bereaved Forces children & young people annually will require the charity to grow its income year on year, every year, between now and then. There is therefore a requirement not only to raise enough funds to provide our planned services for the year, but also to invest in the charity's growth to build the infrastructure required to deliver on our future goals.

In line with our growth plans our expenditure also increase during 2022, up by 28% from £1,054,973 to £1,346,713. This increase was split across both our delivery services, assisting more young people, and also to invest in the charity's growth.

## RESERVES POLICY

The Trustee Board have agreed a Reserves policy in line with the organisation objectives that all reserves shall be applied solely towards promotion of the object of the charity. In the event of dissolution of the charity the reserves would be first used for severance payments and winding up costs. The constitution states that any surplus must be either used directly for the objects of the

charity, be transferred to another charity with like for like objects or in any other manner approved by the Charity Commission. The Trustees have a policy to maintain between 3-6 months of charitable expenditure. This level has been chosen to help combat any short-term financial risks including declines in income and rising costs due to inflation. The present level of cash reserves held for the operating Charity is £325,054 (2021 £471,475) which represents 3 months' charitable expenditure. The cash reserves for the Group including the trading subsidiary is £326,370 (2021 £489,634). This is at the lower end of the Trustees' range and is due to an investment in people in order to help our Charity to meet the support needs of our Members and Springboarders. The CIO total reserves, which includes assets such as our 7 holiday homes, is £1,400,951 (2021 £1,124,547). This increased predominately due to the kind donation of a seventh holiday home by Forces Support Charity. £936,981 (2021 £923,011) of the reserves held are categorised as unrestricted funds, £463,970 (2021 £201,536) are categorised as restricted funds.

## PRINCIPAL SOURCES OF INCOME AND HOW EXPENDITURE MEETS OBJECTIVES

Our 5-year strategy is to develop 4-5 sustainable income streams, providing the charity with stable but diversified income. In 2022, 52% of our income came from grant funding, with the balance split between individual fundraising and donations, and income from business fundraising. One of our 5 goals for 2023 is to further develop our corporate partnerships income stream.

## RISK MANAGEMENT

The Trustees have assessed the major risks to which the Charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks. The Trustees have a risk management review which comprises; a continuing review of the risks the

charity may face; the establishment of systems and procedures to mitigate those identified risks and the implementation of procedures designed to minimise the potential impact on the charity should those risks materialise.

## PLANS FOR THE FUTURE

More detail on our plans for the future can be read earlier in the charity's Supporter Annual Review. Future plans are centred around a 5-year strategic plan which will see the charity moving closer to its longer term goal of supporting 1,000+ bereaved children and young people annually by 2030.

In the more immediate term, plans for 2023 include:

- Introduction of a 3-year project to create a military bereavement offer for education providers.
- Increasing the availability of our services to 650 bereaved children and young people.
- Development of a dedicated Corporate Partnerships income stream.
- Planning the charity's longer-term infrastructure, including future leadership structure, succession planning, and goal setting framework.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing Document

The CIO is governed by its Constitution dated 02 December 2016. It was registered as a charity with the Charity Commission on 02 December 2016.

The Charity is governed by its Constitution dated 17 April 2010. It was registered as a charity with the Charity Commission on 13th July 2010.

### Trustees

The CIO currently has seven Trustees. Eamonn O'Sullivan, Ellen Plummer, Jason Worthy (Chair), Jonathan James, Luke Priestley, Simon Millar & Steven Ward. The Trustees meet quarterly with the Chief Executive, Stuart Robinson and the Charity's Founder, Nikki Scott, to whom the day to day operations are delegated.

### Appointment of new Trustees

The CIO has a formal Trustee Recruitment policy and process. New Trustees positions can be advertised by the CIO or nominations from the management team and the existing Trustees can be put forward. Those nominated and appointed are elected at the first AGM following appointment. The CIO plans to add further Trustees over the next 3 years to fill gaps in the board's current skill set, to replace Trustees fulfilling their full term of service, and to provide more diversity across the group. This process started during 2021 when 3 new Trustees were added to the board.

### Organisation

The Charity is administered by a committee containing no less than 3 Trustees of the CIO. This committee meets 4 times per year. To facilitate effective operations the Chief Executive Officer has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance and employment. The CEO reports frequently to the Trustees, usually on a monthly basis via written reports and conference calls.

### Related Parties

Mrs Nichola Scott-Howlin, and Mr Stuart Robinson are listed as Officers of the Limited Trading Company Scotty's Little Soldiers Trading Ltd. This company was created to sell merchandise on behalf of the Charity, the profits from which are all donated to the Charity. No dividends or salaries are taken from the Limited Company. The CIO was confirmed by Companies House as the relevant legal entity with significant control of Scotty's Little Soldiers Trading Ltd on 11/01/2019. No Trustees were reimbursed for their personal expenses during 2022.

### Auditor

Following multiple years working closely with Mapus-Smith & Lemmon LLP, the Trustees decided it would be prudent to recruit a new auditor to provide a fresh look at the charity's accounting. TC Group was appointed by the board to conduct an audit of the charity's 2022 accounts.

### Disclosure of Information to Auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Trustee report was approved by the Board of Trustees.

Signed



Scotty's Little Soldiers CIO  
Jason Worthy - Chair

Date 23/10/2023

# FINANCIAL STATEMENTS

## STATEMENT OF TRUSTEE RESPONSIBILITIES

The Trustees are responsible for preparing the Trustee Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the CIO and of the incoming resources and application of resources of the CIO for that year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the CIO will continue in operation.

The Trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the CIO and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the CIO and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the CIO and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### Responsibilities of trustees

As explained more fully in the statement of Trustee responsibilities, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the CIO's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees

either intend to cease operations, or have no realistic alternative but to do so.

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF SCOTTY'S LITTLE SOLDIERS

### Opinion

We have audited the consolidated financial statements of Scotty's Little Soldiers (the 'CIO') and its subsidiaries (the "Group") for the year ended 31 December 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and the parent CIO's affairs as at 31 December 2022 and of the Group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical

requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustee use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements,

we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustee report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

### Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from

fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

### **The extent to which the audit was considered capable of detecting irregularities including fraud**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Group through discussions with trustees and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Group, including the Charities Act 2011, taxation legislation, and employment legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Group's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journals to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that

laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any, Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

### **Other matters**

Your attention is drawn to the fact that the Group has prepared financial statements in accordance with "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\* (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with current Generally Accepted Accounting Practice.

### **Use of our report**

This report is made solely to the CIO's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the CIO's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the CIO and the CIO's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

TC Group

Signed

Mark Cummins  
(Senior Statutory Auditor)  
for and on behalf of TC Group  
(Statutory Auditor)

Date 31 October 2023

The Courtyard  
Shoreham Road  
Upper Beeding  
Steyning  
West Sussex  
BN44 3TN

TC Group is eligible for appointment as auditor of the CIO by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

**SCOTTY'S LITTLE SOLDIERS**
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2022**

		<b>Unrestricted Funds 2022</b>	<b>Restricted Funds 2022</b>	<b>Total 2022</b>	<b>Restated Unrestricted Funds 2021</b>	<b>Restated Restricted Funds 2021</b>	<b>Total 2021</b>
	Notes	£	£	£	£	£	£
<b>Income from:</b>							
Donations and Legacies	2	350,280	935,342	1,285,622	607,223	540,733	1,147,956
Fundraising and Trading	3	290,545	200	290,745	-	-	-
Commercial trading operation		46,750	-	46,750	43,540	-	43,540
<b>Total income received</b>		<b>687,575</b>	<b>935,542</b>	<b>1,623,117</b>	<b>650,763</b>	<b>540,733</b>	<b>1,191,496</b>
<b>Expenditure on:</b>							
Raising Funds	4	325,148	-	325,148	212,977	-	212,977
Charitable Activities	5	520,322	501,243	1,021,565	436,656	405,957	842,613
Taxation	8	-	-	-	(617)	-	(617)
<b>Total Expenditure</b>		<b>845,470</b>	<b>501,243</b>	<b>1,346,713</b>	<b>649,016</b>	<b>405,957</b>	<b>1,054,973</b>
<b>Net (expenditure)/ income for the year/Net movement in funds</b>		<b>(157,895)</b>	<b>434,299</b>	<b>276,404</b>	<b>1,747</b>	<b>134,776</b>	<b>136,523</b>
Restated Fund balances at 1 January 2022 (see note 20)		923,011	201,536	1,124,547	921,264	66,760	988,024
Fund transfers (see note 20)		171,865	(171,865)	-	-	-	-
<b>Fund balances at 31 December 2022</b>		<b>936,981</b>	<b>463,970</b>	<b>1,400,951</b>	<b>923,011</b>	<b>201,536</b>	<b>1,124,547</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

A prior year adjustment has been made – as detailed in note 19.

**SCOTTY'S LITTLE SOLDIERS**
**CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2022**

		<b>Group 2022</b>	<b>Restated Group 2021</b>	<b>CIO 2022</b>	<b>CIO 2021</b>
	Notes	£	£	£	£
<b>Fixed Assets</b>					
Intangible assets	11	43,831	21,578	-	-
Tangible assets	12	609,237	459,662	-	-
Investments	13	-	-	3	3
		<b>653,068</b>	<b>481,240</b>	<b>3</b>	<b>3</b>
<b>Current Assets</b>					
Stocks	15	48,979	40,959	-	-
Debtors	16	412,787	162,026	-	-
Cash at bank and in hand		326,370	489,634	150	-
		<b>788,136</b>	<b>692,619</b>	<b>150</b>	<b>-</b>
<b>Creditors: Amounts falling due within one year</b>	17	<b>(40,253)</b>	<b>(49,312)</b>	<b>-</b>	<b>-</b>
<b>Net current assets</b>		<b>747,883</b>	<b>643,307</b>	<b>150</b>	<b>-</b>
Provision for liabilities		-	-	-	-
<b>Total assets less current liabilities</b>		<b>1,400,951</b>	<b>1,124,547</b>	<b>153</b>	<b>3</b>
<b>Income funds</b>					
Restricted funds	19	463,970	201,536	-	-
Unrestricted funds		936,981	923,011	153	3
		<b>1,400,951</b>	<b>1,124,547</b>	<b>153</b>	<b>3</b>

A prior year adjustment has been made – as detailed in notes 15 and 19.

The financial statements were approved by the Trustees on 23/10/2023.



Jason Worthy

Chairman



Simon Millar

Trustee

	Notes	2022 £	2022 £	2021 £	2021 £
<b>Cash flows from operating activities</b>					
Cash generated from operations	25		64,195		117,846
Income taxes paid			-		-
<b>Investing activities</b>					
Purchase of intangible assets		(27,389)		(23,976)	
Purchase of tangible fixed assets		(200,070)		(23,300)	
Cash introduced on acquisitions		-		-	
<b>Net cash used in investing activities</b>			(227,459)		(47,276)
<b>Net cash used in financing activities</b>			-		-
<b>Increase/(decrease) in cash and cash equivalents</b>			(163,264)		70,570
Cash and cash equivalents at beginning of year			489,634		419,064
<b>Cash and cash equivalents at end of year</b>			<b>326,370</b>		<b>489,634</b>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

### 1 Accounting policies

#### Charity Information

Scotty's Little Soldiers is a charitable incorporated organisation (CIO). The principal office for the CIO and its two subsidiaries is 21 Bergen Way, North Lynn Industrial Estate, King's Lynn, Norfolk, PE30 2JG.

### 1.1 Basis of accounting

The financial statements have been prepared in accordance with the CIOs governing document, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the Group. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

### 1.2 Basis of accounting and consolidation

These financial statements consolidate the results of the CIO, its unincorporated charitable subsidiary Scotty's Little Soldiers (charity number 1136854) and its trading subsidiary Scotty's Little Soldiers Trading Limited (company number 07667490). The trading subsidiary is a private company limited shares, registered in England and Wales.

A separate statement of financial activities is not presented for the CIO itself following the exemptions available under the Charities SORP.

### 1.3 Going concern

The trustee considers that there are no material uncertainties about the Group's ability to continue as a going concern.

At the time of approving the financial statements, the trustee has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus the trustee continues to adopt the going concern basis of accounting in preparing the financial statements.

### 1.4 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

The Charity has a restricted income fund to account for situations where a donor or grant provider requires that a donation or grant must be spent on a particular purpose or where funds have been raised for a particular purpose. All other funds are unrestricted income funds.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

### 1.5 Incoming resources

Income is recognised when the Charity is legally entitled to it after any performance

conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Assets for distribution are recognised only when distributed. Assets given for use by the Charity are recognised when receivable. Stocks of undistributed donated goods are not valued for balance sheet purposes.

Grant income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

### 1.6 Resources expended

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being unavoidable.

- Costs of generating funds are those costs incurred in trading activities that raise funds.

- Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with the constitutional and statutory requirements.

Costs for charitable activities are recognised when the liability is incurred.

### 1.7 **Intangible fixed assets other than goodwill**

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

mortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software	10% straight line
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### 1.8 **Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

#### **Capitalisation of fixed assets**

Tangible fixed assets are capitalised at original cost of acquisition. Donated tangible fixed assets which do not have a cost to the Charity are capitalised at their current value at the date of donation.

Lodges	4% straight line
Lodge and office equipment	25% straight line
Computers	25% reducing balance
Motor vehicles	25% reducing balance

Scotty's Little Soldiers Trading Limited

Fixtures and fittings	15% reducing balance
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in the statement of financial activities.

### 1.9 **Impairment of Fixed Assets**

At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

### 1.10 **Stocks**

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

### 1.11 **Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

### 1.12 **Financial instruments**

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments'

and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

#### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment

is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

#### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

### 1.13 **Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

### 1.14 **Retirement benefits**

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

### 1.15 **Leases**

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

### 1.16 **Taxation**

**Scotty's Little Soldiers Trading Limited**

The tax expense represents the sum of the tax currently payable and deferred tax.

#### **Current tax**

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for

current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

#### **Deferred tax**

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the profit and loss account, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset when the company has a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

### 1.17 **Judgements and key sources of estimation uncertainty**

**Scotty's Little Soldiers Trading Limited**

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## 2 Donations and legacies

	Unrestricted Funds	Restricted Funds	Total	Restated Unrestricted Funds	Restated Restricted Funds	Total
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Donations and gifts	253,735	1,768	255,503	513,184	50,000	563,184
Legacies receivable	-	-	-	1,000	-	1,000
Grants	11,289	827,742	839,031	58,175	490,733	548,908
Corporate	29,572	105,832	135,404	-	-	-
Overwatch	55,684	-	55,684	34,864	-	34,864
<b>Total income</b>	<b>350,280</b>	<b>935,342</b>	<b>1,285,622</b>	<b>607,223</b>	<b>540,733</b>	<b>1,147,956</b>

We have changed the way we analyse our income in the year ending 2022 to give a greater level of detail, and so some comparatives would have been grouped together in the year ending 2021 that are now shown as separate lines.

## 3 Fundraising and trading

	Unrestricted Funds	Restricted Funds	Total	Restated Unrestricted Funds	Restated Restricted Funds	Total
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Fundraising events	272,212	-	272,212	-	-	-
Corporate fundraising	16,033	200	16,233	-	-	-
Other income	2,300	-	2,300	-	-	-
<b>Total income</b>	<b>290,545</b>	<b>200</b>	<b>290,745</b>	<b>-</b>	<b>-</b>	<b>-</b>

We have changed the way we analyse our income in the year ending 2022 to give a greater level of detail, and so some comparatives would have been grouped together in the year ending 2021 that are now shown as separate lines.

## 4 Raising funds

	Unrestricted Funds	Unrestricted Funds
	2022	2021
	£	£
Seeking donations, grants and legacies	72,793	45,738
Team costs	106,916	79,639
Share of support costs	97,668	60,438
Share of governance costs	224	-
Fundraising and publicity	277,601	185,815
Commercial trading operation	47,547	27,162
<b>Total Expenditure</b>	<b>325,148</b>	<b>212,977</b>

This expenditure represents the costs to the Group of raising funds via our core income streams of grants, corporate, donations and fundraising.

## 5 Charitable activities

	Smiles Programme	Strides Programme	Springboard Programme	Support Programme	Families Central Programme	Total	Restated Total
	2022	2022	2022	2022	2022	2022	2021
	£	£	£	£	£	£	£
Team costs	38,533	16,051	16,051	64,495	61,485	196,615	205,993
Beneficiary gifts & vouchers	46,168	-	-	-	-	46,168	49,464
Beneficiary events	67,184	-	-	37,314	-	104,498	68,483
Respite breaks	134,848	-	-	-	-	134,848	120,973
Beneficiary bereavement resources	979	(5,072)	2,651	4,661	15,479	18,698	45,685
	<b>287,712</b>	<b>10,979</b>	<b>18,702</b>	<b>106,470</b>	<b>76,964</b>	<b>500,827</b>	<b>490,598</b>
Grant funding of activities (see note 6)	-	28,661	16,607	-	-	45,268	30,421
Share of support costs (see note 7)	146,707	40,999	36,103	137,071	102,434	463,314	309,024
Share of governance costs (see note 7)	3,039	1,013	1,013	4,052	3,039	12,156	12,570
	<b>437,458</b>	<b>81,652</b>	<b>72,425</b>	<b>247,593</b>	<b>182,437</b>	<b>1,021,565</b>	<b>842,613</b>
<b>Analysis by fund</b>							
Unrestricted funds	183,689	21,732	42,240	94,860	177,801	520,322	436,656
Restricted funds	253,769	59,920	30,185	152,733	4,636	501,243	405,957
	<b>437,458</b>	<b>81,652</b>	<b>72,425</b>	<b>247,593</b>	<b>182,437</b>	<b>1,021,565</b>	<b>842,613</b>

For the year ended 31 December 2021 (Restated)

	Smiles Programme 2021	Strides Programme 2021	Springboard Programme 2021	Support Programme 2021	Families Central Programme 2021	Total 2021	Total 2020
	£	£	£	£	£	£	£
Team costs	27,410	15,192	15,192	44,690	103,509	205,993	148,689
Beneficiary gifts & vouchers	49,164	-	-	-	-	49,464	53,109
Beneficiary events	68,483	-	-	-	-	68,483	19,080
Respite breaks	120,973	-	-	-	-	120,973	111,952
Beneficiary bereavement resources	663	9,550	7,718	8,150	19,604	45,685	26,383
	<b>266,693</b>	<b>24,742</b>	<b>22,910</b>	<b>52,840</b>	<b>123,113</b>	<b>490,598</b>	<b>359,213</b>
Grant funding of activities (see note 6)	-	18,103	12,318	-	-	30,421	26,190
Share of support costs (see note 7)	39,627	-	-	-	269,397	309,024	178,663
Share of governance costs (see note 7)	-	-	-	-	12,570	12,570	13,116
	<b>306,320</b>	<b>42,845</b>	<b>35,228</b>	<b>52,840</b>	<b>405,080</b>	<b>842,613</b>	<b>577,182</b>
<b>Analysis by fund</b>							
Unrestricted funds	62,860	30,845	11,915	3,272	327,764	436,656	329,580
Restricted funds	243,760	12,000	23,313	49,568	77,316	405,957	247,602
	<b>306,620</b>	<b>42,845</b>	<b>35,228</b>	<b>52,840</b>	<b>405,080</b>	<b>842,613</b>	<b>577,182</b>

6 Grants payable

	Strides Programme 2021	Springboard Programme 2021	Total 2021
	£	£	£
<b>Grants to individuals:</b>			
Beneficiaries' grants	28,661	16,607	45,268
	<b>28,661</b>	<b>16,607</b>	<b>45,268</b>
			<b>30,421</b>

7 Support costs

	Support costs 2022	Governance costs 2022	Allocation basis	Support costs 2021	Governance costs 2021	2021
	£	£	£	£	£	£
Team costs	368,387	-	Time spent	203,733	-	203,733
Depreciation	51,854	-	Asset usage	35,523	-	35,523
Other office costs	48,884	-	IT usage	46,754	-	46,754
Premises expenses	29,414	-	Floor space	1,456	-	1,456
Marketing	52,804	-	Content objective	74,681	-	74,681
Insurance	4,206	-	Team costs	1,101	-	1,101
Bank charges	1,085	-	Income split	2,110	-	2,110
Vehicle costs	4,348	-	Car usage	4,104	-	4,104
Auditors' remuneration - for audit	-	9,000	Legal requirement	-	8,384	8,384
Auditors' remuneration - for other services	-	3,380	Team costs for payroll	-	4,186	4,186
	<b>560,982</b>	<b>12,380</b>		<b>369,462</b>	<b>12,570</b>	<b>382,032</b>
<b>Analysed between:</b>						
Fundraising	97,668	224		60,438	-	60,438
Charitable activities	463,314	12,156		309,024	12,570	321,594
	<b>560,982</b>	<b>12,380</b>		<b>369,462</b>	<b>12,570</b>	<b>382,032</b>

8 Taxation

	Group 2022	Group 2021	CIO 2022	CIO 2021
	£	£	£	£
UK Corporation tax charge on profit for the year	-	-	-	-
Origination and reversal of timing differences	-	(617)	-	-
	<b>-</b>	<b>(617)</b>	<b>-</b>	<b>-</b>

9 Trustees

None of the trustees of the CIO or group (or any persons connected with them) received any remuneration during the year.

During the year, no expenses were paid to the trustees or those closely connected to trustees (2021 - £Nil).

## 10 Employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
	20	16
<b>Employment costs</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Wages and salaries	592,033	441,403
Social security costs	54,477	37,816
Pension costs	12,705	8,862
	<b>659,215</b>	<b>488,081</b>

The total employee benefits of the key management personnel for the Charity were £121,599 (2021 - £108,319).

The number of employees whose annual remuneration was £60,000 or more were:

	2022 Number	2021 Number
£60,001 - £70,000	1	1

## 11 Intangible fixed assets GROUP

	Software £
<b>Cost</b>	
At 1 January 2022	23,976
Additions	27,389
At 31 December 2022	51,365
<b>Amortisation and impairment</b>	
At 1 January 2022	2,398
Amortisation charged for the year	5,136
At 31 December 2022	7,534
<b>Carrying amount</b>	
At 31 December 2022	43,831
At 31 December 2021	21,578

## 12 Tangible fixed assets GROUP

	Lodges £	Lodges and office equipment £	Computers £	Motor vehicles £	Total £
<b>Cost</b>					
At 1 January 2022	620,352	17,994	16,752	27,813	682,911
Additions	158,686	11,260	30,124	-	200,070
Disposals	-	(5,028)	(3,262)	(2,000)	(10,290)
At 31 December 2022	779,038	24,226	43,614	25,813	872,691
<b>Depreciation</b>					
At 1 January 2022	187,713	15,487	8,059	11,990	223,249
Charge for the year	31,161	2,951	9,449	3,837	47,398
Eliminated on disposal	-	(3,427)	(2,241)	(1,525)	(7,193)
At 31 December 2022	218,874	15,011	15,267	14,302	263,454
<b>Carrying amount</b>					
At 31 December 2022	560,164	9,215	28,347	11,511	609,237
At 31 December 2021	432,639	2,507	8,693	15,823	459,662

## 13 Fixed asset investments

	2022 £	2021 £
Investments in trading subsidiaries	3	3
<b>Movements in fixed asset investments</b>		
<b>Cost or valuation</b>		
As at 1 January 2022	3	3
At 31 December 2022	3	3
<b>Carrying amount</b>		
As at 31 December 2022	3	3
At 31 December 2021	3	3

Details of the group's subsidiaries at 31 December 2022 are as follows:

Name of undertaking	Country of incorporation or residency	Nature of business	Class of shareholding	% Held Direct	% Held Indirect
Scotty's Little Soldiers Trading Limited (reg 07667490)	United Kingdom	Trading company	Ordinary	100.00	-
Scotty's Little Soldiers (reg 1136854)	United Kingdom	Unincorporated charity	N/A	N/A	N/A

A summary of the subsidiaries' performance and assets is shown below:

	Trading 2022 £	Charity 2022 £	Trading 2021 £	Charity 2021 £
Income	46,750	1,576,708	43,540	1,164,951
Expenditure	(47,547)	(1,299,166)	(43,540)	(1,028,428)
	<u>(797)</u>	<u>277,542</u>	<u>-</u>	<u>136,523</u>
Donations to parent Charity	(341)	-	-	-
Surplus/(deficit)	<u>(1,138)</u>	<u>277,542</u>	<u>-</u>	<u>136,523</u>
Net assets	<u>1,883</u>	<u>1,399,069</u>	<u>3,021</u>	<u>1,121,527</u>

#### 14 Financial Instruments

	2022 £	2021 £
<b>GROUP</b>		
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	<u>592,213</u>	<u>565,401</u>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	<u>40,253</u>	<u>49,312</u>
<b>CIO</b>		
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	-	-
Equity instruments measured at cost less impairment	<u>3</u>	<u>3</u>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	<u>-</u>	<u>-</u>

#### 15 Stocks

	Group 2022 £	Restated Group 2021 £	CIO 2022 £	CIO 2021 £
Finished goods and goods for resale	<u>48,979</u>	<u>40,959</u>	<u>-</u>	<u>-</u>
	<u>48,979</u>	<u>40,959</u>	<u>-</u>	<u>-</u>

Following a change of auditors for the 2022 year, a discussion took place relating to the accounting treatment of our fundraising merchandise and Members' gifts. Although they are an asset, we no longer feel their nature constitutes that of stock and so they have been classified as other debtors, including the comparative being re-stated also.

#### 16 Debtors

	Group 2022 £	Restated Group 2021 £	CIO 2022 £	CIO 2021 £
<b>Amounts falling due within one year:</b>				
Trade debtors	265,842	75,767	-	-
Other debtors	75,365	48,532	-	-
Prepayments and accrued income	<u>71,580</u>	<u>37,727</u>	<u>-</u>	<u>-</u>
	<u>412,787</u>	<u>162,026</u>	<u>-</u>	<u>-</u>

The prior year adjustment is detailed in note 15.

#### 17 Creditors: amounts falling due within one year

	Group 2022 £	Group 2021 £	CIO 2022 £	CIO 2021 £
Trade creditors	7,340	21,048	-	-
Other creditors	16,680	14,023	-	-
Corporation tax	(788)	(785)	-	-
Accruals and deferred income	<u>17,021</u>	<u>15,026</u>	<u>-</u>	<u>-</u>
	<u>40,253</u>	<u>49,312</u>	<u>-</u>	<u>-</u>

#### 18 Retirement benefit schemes

The subsidiary Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £12,693 (2021 - £8,862).

## 19 Restricted funds

	Balance at 1 January 2022 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 December 2022 £
Help Their Children Smile	60,000	411,010	(253,769)	(163,086)	54,155
Bereavement Support Resources	69,850	179,310	(152,733)	(5,485)	90,942
Educational Support and Resources	12,000	302,181	(59,920)	(2,190)	252,071
Supporting Bereaved Young Adults	59,686	30,771	(30,185)	(1,104)	59,168
Voice of Bereaved Military Children	-	12,270	(4,636)	-	7,634
	<u>201,536</u>	<u>935,542</u>	<u>(501,243)</u>	<u>(171,865)</u>	<u>463,970</u>

**Help Their Children Smile** - This funding has been provided by a number of funders in order to provide respite breaks, gifts at poignant times of the year and put on events to encourage bereaved military children to have fun and smile again and to help ensure they do not feel alone in their grief.

**Bereavement Support Resources** - This funding has been provided by a number of funders in order to provide 1:1 Support sessions, bereavement resources and attend events which allow bereaved military children and young people to remember their parent who has died, cope with the effects of bereavement, promote emotional wellbeing and to reduce any feelings of isolation.

**Educational Support and Resources** - This funding has been provided by a number of funders in order to provide educational support, school year group transitions and grants to partake in skill building activities to bereaved military children to boost their confidence and self-esteem, to promote self-development and learning opportunities and to ensure they are not disadvantaged because of their bereavement.

**Supporting Bereaved Young Adults** - This funding has been provided by a number of funders in order to provide grants to partake in skill building activities, a podcast and support to bereaved military young adults (aged from 18-25) to promote self-development and learning opportunities, provide resources to help them cope with the effects of their bereavement and to offer them opportunities to remember their parent who has died.

**Voice of Bereaved Military Children** - This funding has been provided by a number of funders and allows our bereaved military children and young adults to partake in discussions and activities to help us understand what services and offerings we can provide to best support them throughout their bereavement and ensure they are not disadvantaged as a result of it.

*The transfers relate to when restricted funds have been used to purchase capital assets and these assets are not required to be restricted, as per the funding documentation.*

## Prior Year Analysis of Funds

	Balance at 1 January 2021 £	Incoming resources £	Resources expended £	Balance at 31 December 2021 £	Prior Year Adjustment £	Restated Balance at 31 December 2021 £
Smiles Programme	-	267,853	(232,853)	35,000	-	35,000
Strides Programme	-	12,000	(12,000)	-	-	-
Springboard Programme	-	95,000	(25,000)	70,000	(13,314)	56,686
Support Programme	36,260	110,880	(90,039)	57,101	(2,251)	54,850
Families Central Programme	30,500	55,000	(30,500)	55,000	-	55,000
	<u>66,760</u>	<u>540,733</u>	<u>(390,392)</u>	<u>217,101</u>	<u>(15,565)</u>	<u>201,536</u>

### Prior Year Adjustment

A prior year adjustment has been made to reflect the true restricted funds balance at 1 January 2022 – an error had been made in the previous year's accounts which saw restricted resources expended of £15,565 incorrectly classified as unrestricted resources expended.

## 20 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 January 2021 £	Incoming resources £	Resources expended £	Balance at 1 January 2022 £	Incoming resources £	Resources expended £	Balance at 31 December 2022 £
Overwatch	-	34,864	(34,864)	-	55,684	(55,684)	-
	<u>-</u>	<u>34,864</u>	<u>(34,864)</u>	<u>-</u>	<u>55,684</u>	<u>(55,684)</u>	<u>-</u>

The Overwatch programme is a subscription based programme available to supporters who donate regularly and have exclusive access to Scotty's additional content. The designated funds during the year were spent on Families programmes.

## 21 Analysis of net assets between funds

	Unrestricted	Restricted	Total	Restated	Restated	Total
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
<b>Fund balances at 31 December 2022 are represented by:</b>						
Intangible fixed assets	22,231	21,600	43,831	21,578	-	21,578
Tangible assets	591,297	17,940	609,237	458,441	1,221	459,662
Net current assets	323,453	424,430	747,883	442,992	200,315	643,307
	<b>936,981</b>	<b>463,970</b>	<b>1,400,951</b>	<b>923,011</b>	<b>201,536</b>	<b>1,124,547</b>

## 22 The charitable activities have been supported by the following donors

Funding is acknowledged under the terms and conditions of the following grants and donations:

Funder	Value
ABF The Soldiers' Charity	£20,000
Annington Trust	£50,000
Forces Support Limited	£246,245
Lest We Forget Association	£24,136
Lloyds Patriotic Fund	£255,000
National Lottery Awards for All	£10,000
Office for Veterans' Affairs Funding	£35,000
RAF Benevolent Fund	£8,000
Royal Navy & Royal Marines Charity and Greenwich Hospital	£15,000
Veterans' Foundation	£88,587

## 23 Events after the reporting date

It is planned for the Charity to move all assets, and legalities with regards to donations pledged, to the CIO company, with effect from 31 December 2023.

## 24 Related party transactions

Scotty's Little Soldiers CIO owns 100% of Scotty's Little Soldiers. During the period ended 31 December 2022, bank accounts were opened in the name Scotty's Little Soldiers CIO in readiness for the structure change. The initial deposit to open the bank accounts was funded by Scotty's Little Soldiers – totalling £150 in the year. This is currently held as a debtor in the Charity awaiting the legal structural change.

Scotty Little Soldiers Trading Limited (a wholly owned subsidiary of Scotty's Little Soldiers CIO) paid for expenses on behalf of Scotty's Little Soldiers (Charity) totalling £Nil during the period ended 31 December 2022 (2021 - £Nil). Scotty's Little Soldiers (Charity) paid for expenses on behalf of Scotty Little Soldiers Trading Limited totalling £Nil (2021 - £367) during the period ended 31 December 2022. Scotty Little Soldiers Trading Limited also organised some charitable events on behalf of Scotty's Little Soldiers totalling £Nil (2021 - £5,824). As at 31 December 2022, Scotty's Little Soldiers Trading Limited owed Scotty's Little Soldiers £51,650 (2021- £54,536) in respect of a loan provided for the purchase of merchandise and paid expenses. A strategic plan is in place to ensure that Trading pays the loan off to Charity over the course of the next few years.

## 25 Cash generated from operations

	2022	2021
	£	£
Surplus for the year	276,404	136,523
<b>Adjustments for:</b>		
Taxation (credited)	-	(617)
(Profit)/Loss on disposal of tangible fixed assets	3,097	273
Amortisation and impairment of intangible assets	5,136	2,398
Depreciation and impairment of tangible fixed assets	47,398	33,428
<b>Movements in working capital:</b>		
(Increase)/decrease in stocks	(8,020)	42,481
(Increase)/decrease in debtors	(250,761)	(99,781)
Increase/(decrease) in creditors	(9,059)	3,141
<b>Cash generated from operations</b>	<b>64,195</b>	<b>117,846</b>

# GET INVOLVED

Scotty's is the legacy of Cpl. Lee Scott who was killed whilst on tour in Afghanistan in 2009. He left behind his wife Nikki and two children Kai and Brooke, aged 5 years and 7 months at the time of his death. Nikki saw the devastating impact on them and so, in 2010, she set up Scotty's Little Soldiers to support bereaved military children and young people.

Everyone that supports Scotty's is contributing to Lee's legacy. Lee was always up for a good time so we aim to make sure supporting Scotty's brings a smile to your face, just like Lee did for everyone he met.

There are multiple ways you can support Scotty's whether that is as an individual, a workplace or as part of a group. From taking on a fundraising challenge, holding

a workplace event or making a commitment to donate. Whatever the action we can guarantee that your contribution will have a positive impact on the future lives of bereaved British Forces children and young people.



## YOUR SUPPORTER JOURNEY STARTS HERE

### TAKE THE SCOTTY'S PLEDGE

Hundreds of bereaved military children aren't getting the support they need. Will you pledge your support for the children of our heroes? We are currently providing bereavement support for 600+ military children and young people, but we are on a mission to be supporting 1,000 bereaved British Forces children annually by 2030. There's one thing you can do to make a difference right now – and it's completely free! Visit our website and join thousands who have already registered their support for our mission.

[www.scottyslittlesoldiers.co.uk](http://www.scottyslittlesoldiers.co.uk)

### START YOUR FUNDRAISING JOURNEY TODAY

Whether you are a business thinking about getting involved or an individual looking to set yourself a personal challenge, we have something for you. Start your journey over on our website today and get in touch with the team if you need any support at [fundraise@scottyslittlesoldiers.co.uk](mailto:fundraise@scottyslittlesoldiers.co.uk). Thank you.

### CAN YOU SHARE A POST ON SOCIAL MEDIA?

It's not all about the money, awareness is just as important. Follow us on social media and if you feel you get value from any of our posts why not share them with your friends and network. Just search for 'Scotty's Little Soldiers' on your social media channels or click to follow us.

# THANK YOU!

## OUR 2022 SUPPORTERS

We would like to say thank you to all who committed to ensuring bereaved British Forces children have access to long term support by making a donation to us in 2022. All donations, no matter what size, make a huge difference, and we'd like to give a special mention to the trusts and companies that supported us with particularly generous contributions during 2022.

*ABF The Soldiers Charity*

*Alan Boswell Group Charitable Trust*

*Annington Management Limited*

*Armed Forces Covenant Fund Trust*

*Awards for All*

*BFBS*

*Forces Support*

*Fortis Vision Ltd*

*Lloyds Patriotic Fund*

*Makers of Playing Cards Charity*

*Next Plc*

*RAF Benevolent Fund*

*Royal Navy & Royal Marines Charity*

*Tesco Community Grant*

*The Lest We Forget Association*

*Veteran's Foundation*





## **SCOTTY'S LITTLE SOLDIERS**

Unit 21, Bergen Way, King's Lynn,  
Norfolk, PE30 2JG

0800 092 8571

[www.scottyslittlesoldiers.co.uk](http://www.scottyslittlesoldiers.co.uk)

Registered Charity No. 1170528

**20  
22**  
ANNUAL REVIEW

## Document Activity Report

**Document Sent**

Tue, 31 Oct 2023 12:25:02 GMT

### Document Activity History

Document history shows most recent activity first

**Date**

**Activity**

You can verify that this is a genuine Portal document by uploading it to the following secure web page:

<http://tcgroup.accountantspace.co.uk/messages/VerifyDocument>

**SCOTTY'S LITTLE SOLDIERS**

England & Wales - Charity number 1170528

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# Accounts

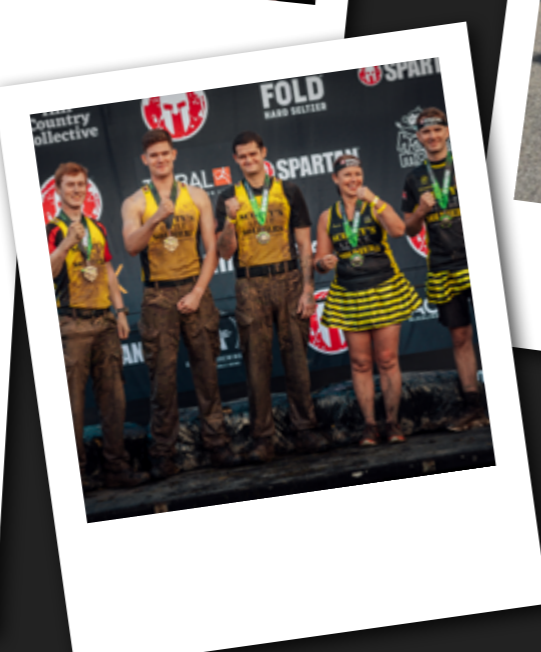
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**ON  
A  
MISSION  
SCOTTY'S**



**SCOTT'S LITTLE SOLDIERS**  
The year we got back to 'normal'!



## OUR MISSION

**To provide relief from the effects of bereavement to children & young people who have experienced the death of a parent who served with the British Armed Forces.**

## A NOTE FROM NIKKI

**2021 will always stand out as the year we reviewed our services and increased our bereavement support.**

We started the year in lockdown, once again unable to leave our homes and away from extended family and friends. At Scotty's, our priority was making sure we had the framework in place to give our Members and Springboarders the support they needed, and we wanted to develop a small team of bereavement support specialists with the expertise to guide the children and young people through their bereavement journeys.

Thanks to our amazing supporters we were able to fund these roles and we welcomed Lorna to take responsibility for the development of Scotty's service delivery, followed by Mark to provide direct one-to-one support sessions to children and young people, and Charlie to offer guidance to the parents and carers of Scotty Members.

Although I have been through grief myself and seen the devastating impact on children, I felt it was time I became qualified in bereavement. In 2021 I began my Working In

Childhood Bereavement Certificate, alongside Mark. We now have a greater understanding of why some bereaved children need specialist support and how we can improve our services to make sure the charity is meeting the needs of children and young people who have experienced the death of a parent.

The withdrawal from Afghanistan triggered emotions for many military families. It was a very upsetting and challenging time. We created videos to help Scotty Members understand the situation, produced a letter for schools so that our Members' teachers had the relevant guidance to help, and we provided one-to-one support as it was needed.

**"It feels incredible to know that we now have a strong team in place with the skills and knowledge to offer guidance and support to Members and Springboarders through the extra tough times, offering invaluable guidance and reassurance when it is needed most."**

As lockdown restrictions eased, we were finally able to get together for in-person events. 45 of our Members and Springboarders took part in the Remembrance Sunday Cenotaph parade, honouring their parents who served our country. It meant so much to the children to be together as they marched with pride.

The year ended on a high with our annual Christmas party for our Members held at the Concorde Conference Centre. It was amazing looking around the room and seeing so many smiling faces as they took part in loads of fun activities. At the end of the party, 10-year-old Tori, whose mum died by suicide the previous year, said, "I loved the party and enjoyed making friends. It makes me feel more normal." She summed up perfectly the reason Scotty's is here.



**Nikki Scott, BEM**  
Founder, Scotty's Little Soldiers



## CONTENTS

- Our Core Values**
- Our Work**
- Case Studies**
- Fundraising**
- Future**
- Finances**
- Get Involved**



## OUR PROMISES

WE WANT EVERY BEREAVED FORCES CHILD AND YOUNG PERSON TO HAVE:



Access to the very best emotional health and well-being support



Outstanding development opportunities



The chance to smile again

## OUR CORE VALUES



### FAMILIES COME FIRST

Our beneficiaries are the sole reason we are here. For every decision we make and every action we take, we ask ourselves how this takes us closer to completing our Mission.



### EVERYONE A SUPPORTER, EVERY SUPPORTER A V.I.P

Everyone who walks through our doors has the potential to support the charity. Without that support we can't achieve our Mission. Everyone is a potential supporter & every supporter should be treated like a V.I.P.



### LOVE WHAT YOU DO

When you truly love what you do it shouldn't feel like work, and when it doesn't feel like work you can achieve great things. We work as a team towards one goal, our Mission.



### REMEMBER EVERY DAY

For our beneficiaries Remembrance isn't just one day of the year, it's everyday of the year. We remember the sacrifices made by these families, everyday.

# OUR

**In early 2021 we undertook a complete Service Delivery Review to ensure that what we offer bereaved Service children & young people is still relevant to the challenges they are facing today.**

To compliment the 3 key promises we have made to bereaved young people from the military community, we agreed 10 'Golden Goals' around which all of our Service Delivery flows.

Every activity we undertake at Scotty's must tick at least one of these Golden Goals.

Our Service Review concluded that the structure of our offering, via our four Family Programmes: SMILES, SUPPORT, STRIDES and SPRINGBOARD, was still relevant to our beneficiaries' needs today, but there were opportunities to further develop some of the activities within those programmes.

Our SUPPORT Programme in particular was highlighted as the area which could have the most significant impact on bereaved young people, and has been our centre of focus over the past 12 months. We recruited Lorna Vyse, an experienced and well respected young person bereavement specialist. A first for Scotty's, Mark Hawkins to provide direct one-to-one support for children and young people themselves, followed by Charlie Houlder-Moat to support the parent and carers of bereaved young people.

One of the positive outcomes following the COVID-19 pandemic has been the adoption of technology such as Zoom and Microsoft Teams. This has allowed us to create an efficient model of direct support for young people nationwide which would otherwise have been prohibitive.

In the latter part of 2022 and into 2023 we will turn our attention to the STRIDES and SPRINGBOARD Programmes, focusing on how we can improve our offering around educational support and for young adults aged 18-25.

# WORK

01

TO PROVIDE AGE-APPROPRIATE INFORMATION, RESOURCES AND SUPPORT TO HELP MEMBERS AND SPRINGBOARDERS COPE WITH THE EFFECTS OF THEIR BEREAVEMENT.

02

TO HELP PROMOTE MEMBERS AND SPRINGBOARDERS' EMOTIONAL WELLBEING, BY ASSISTING THEM TO UNDERSTAND AND EXPRESS THEIR FEELINGS AND EMOTIONS.

03

TO FACILITATE OPPORTUNITIES FOR MEMBERS AND SPRINGBOARDERS TO MEET AND INTERACT WITH PEERS WHO HAVE HAD SIMILAR BEREAVEMENT EXPERIENCES.

04

TO OFFER MEMBERS AND SPRINGBOARDERS OPPORTUNITIES TO REMEMBER THEIR PARENT WHO HAS DIED.

05

TO ACKNOWLEDGE ANNIVERSARY AND KEY DATES FOR MEMBERS AND SPRINGBOARDERS TO HELP REDUCE ANY FEELINGS OF ISOLATION AND ENSURE THEY DO NOT FEEL ALONE IN THEIR GRIEF.

06

TO PROVIDE APPROPRIATE OPPORTUNITIES FOR MEMBERS AND SPRINGBOARDERS TO INCREASE AND/OR BOOST THEIR CONFIDENCE AND SELF-ESTEEM.

07

TO PROMOTE SELF-DEVELOPMENT AND LEARNING OPPORTUNITIES TO ENSURE THAT MEMBERS AND SPRINGBOARDERS ARE NOT DISADVANTAGED BECAUSE OF THEIR BEREAVEMENT.

08

TO ENCOURAGE MEMBERS AND SPRINGBOARDERS TO HAVE FUN AND SMILE AGAIN.

09

TO PROVIDE BEREAVEMENT RELATED INFORMATION, GUIDANCE AND SUPPORT TO PARENTS AND CARERS TO ASSIST THEM IN SUPPORTING THEIR CHILD(REN) FOLLOWING THE DEATH OF A PARENT.

10

TO PROVIDE A VOICE FOR BEREAVED FORCES CHILDREN, YOUNG PEOPLE AND YOUNG ADULTS.

# GOLDEN GOALS

2021  
AT A GLANCE



405 SCOTTY MEMBERS



99 SCOTTY SPRINGBOARDERS

+57  
NEW MEMBERS



49 NEW MEMBER PACKS SENT

403 CHRISTMAS GIFTS SENT



HIGHER  
15 EDUCATION AND TRAINING GRANTS ISSUED



40 SCOTTY MEMBERS ATTENDED FAB CAMP (FAMILY ACTIVITY BREAK)

112 MEMBERS ATTENDED OUR



CHILDREN & YOUNG PERSON BEREAVEMENT SUPPORT WORKER APPOINTED



FAMILIES TEAM PROJECTS WORKER APPOINTED

17 NEW SCHOOL GRANTS



12 EASTER EGG COMPETITION ENTRANTS



CHRISTMAS EVENT

460 REMEMBRANCE VOUCHERS SENT

REMEMBRANCE VOUCHERS SENT



10 MEMBERS ATTENDED REMEMBRANCE VIDEO SUPPORT CALLS

12 DRIVING LESSON GRANTS



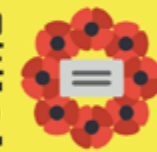
52 EASTER EGG KITS SENT

478 BIRTHDAY GIFTS SENT



136 PARENTS AND CARERS COMPLETED OUR FAMILIES PROGRAMME DEVELOPMENT SURVEY

36 MEMBERS ATTENDED REMEMBRANCE PARADE



17 MEMBERS ATTENDED GOODWOOD FESTIVAL OF SPEED



32 YEAR SEVEN MEMBERS TRANSITION PACKS SENT



112 SCOTTY ALLOWANCES ISSUED

SUPPORT PROGRAMME: 137 NEW SUPPORT CASES OPEN



74 SUPPORT PROGRAMME: 1:1 ONLINE BEREAVEMENT SUPPORT SESSIONS HELD



11 MEMBERS ATTENDED YEAR GROUP VIDEO CALLS (APACHE & CHALLENGER)



FAMILY SUPPORT WORKER APPOINTED

473



ANNIVERSARY VOUCHERS SENT

57 SPRINGBOARD PROGRAMME: NEW CASES OPEN



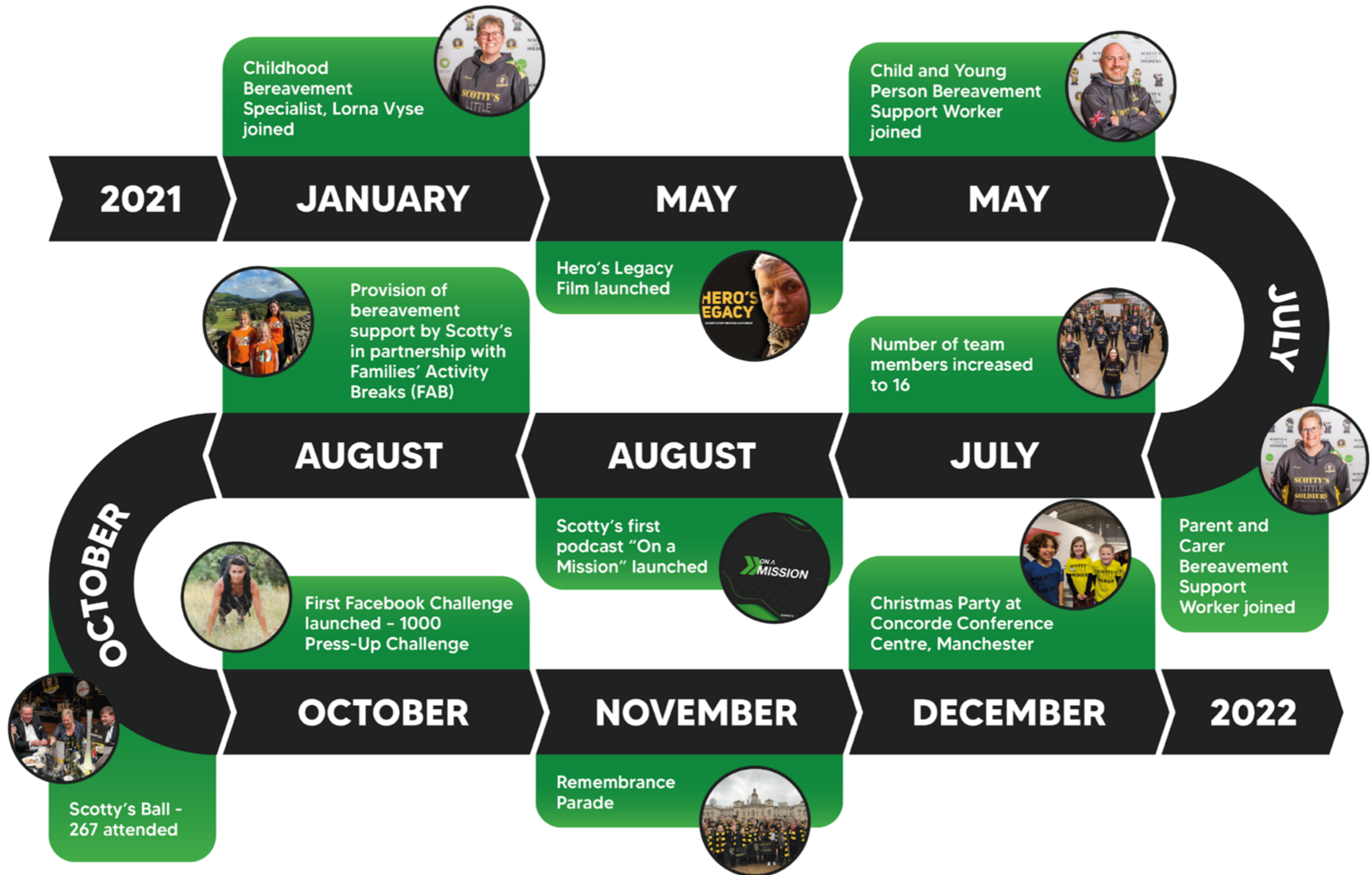
60 STRIDES PROGRAMME: NEW CASES OPEN



178 MEMBERS WENT ON RESPIRE BREAKS



# 2021 AT SCOTTY'S



# OUR IMPACT



## SMILES

FUN & ENGAGEMENT

“

It gave us the chance to remember him and talk about him.

97% of families stated their Scotty respite break offered them an opportunity to remember the parent who had died.



98% of Members attending the Christmas Party rated it as



“

The gifts he receives from Scotty's make him happy and reassure him that people are thinking about him.

1841 gifts and vouchers were sent to Members and Springboarders at the extra tough times of the year to remind them that they are not alone.



## STRIDES

EDUCATION & DEVELOPMENT

“

The grant allowed me to equip my accommodation and purchase stationary and textbooks for my course.

Delivered 159 grants to support Members and Springboarders with their education and development.



Supported our Members and Springboarders to enhance and develop their skills.

“

What a great pack full of fabulous information and affirmations. Thank you.

Launched Challenger Year Group and sent out 32 Transition packs to help with Members' move from primary to secondary school.



## SUPPORT

EMOTIONAL HEALTH & WELLBEING



Recruited our first Child and Young Person Support Worker.

“

The help she received was 2<sup>nd</sup> to none. Tailored specifically to her needs throughout that crucial time.

Provided individual tailored support and guidance to 43 parents & carers and, as a result, 21 Members were referred for 1:1 bereavement support.

“

I feel like I can now recognise and deal with my emotions whereas before I used to make myself frustrated because I couldn't understand the feelings that I was going through.

Provided 74 1:1 online bereavement support sessions.



## SPRINGBOARD

18-25 YEAR OLDS



Introduced a new financial grant for Springboarders to support their education and development. The Springboard Allowance.

“

When I saw in the email there was an opening to host the podcast, it felt like a chance to give something back.

Launched regular communications to Springboarders to promote our services, which resulted in 59% of Springboarders opening our monthly emails.

“

Thank you so much for your support yesterday. The materials you suggested sound amazing.

We held 57 1:1 sessions for our Springboarders and provided targeted information and guidance on a wide range of life issues.



## PHOEBE

**When she was 10 years old, Phoebe's dad, Navy Operator Mechanic (OM1) James Thompson died shortly after being diagnosed with melanoma. Everything she experienced as a child, and the support she's received from Scotty's Little Soldiers, has inspired her to pursue a career in child psychology.**

"Scotty's has helped me in so many ways," said Phoebe, now 18. "There were times after my dad died that I felt so low, but Scotty's were always there and helped pick me back up again. Going back to school after dad died was particularly difficult, as a lot of my friends didn't understand what I was going through, which was really hard. It got a lot easier when I joined Scotty's as I felt supported. I was able to talk to other children who were just like me and were going

through exactly what I was going through."

**"There were times after my dad died that I felt so low, but Scotty's were always there and helped pick me back up again."**

With the aid of Scotty's SPRINGBOARD Programme, which supports members aged 18 to 25, Phoebe will continue to receive support through to the end of her education and beginning of her career, assisting with opportunities to develop her education and life skills.

"Scotty's has inspired me to do what I want to do," said Phoebe. "Having gone through all that I went through as a child, I know I want to follow a pathway that means I can help other children, which is why I want to look at a career in child psychology. Having Scotty's support over the years has hugely influenced my decision on what to study as I've seen personally over the years how important it is. Although I'm older, there are still times when I feel emotional about what happened to dad, that won't ever go away. Knowing that there is always someone there to talk to when I need them is greatly reassuring."

## ERIN

**15-year-old Erin's dad, Lance Corporal Ross Nicholls was killed in Afghanistan just a few months after she was born. Over the years, Erin has struggled with not being able to remember her dad and found talking about him incredibly hard to do, until she joined Scotty's.**

"Scotty's is my military connection" she said. "It reminds me of my dad. Everyone at Scotty's has gone through the same thing and understands what you're going through. When you're with other people from Scotty's you don't need to pretend or worry about talking about your parent. Everyone just gets it."

One of the events Erin took part in that made her feel more connected to her dad was the national

Remembrance Day parade in London. Erin marched alongside 45 other Members and Springboarders of Scotty's Little Soldiers wearing her Scotty's scarf with pride.

**"When you're with other people from Scotty's you don't need to pretend or worry about talking about your parent. Everyone just gets it."**

She said: "It made me feel so proud of my dad and walking next to other Scotty Members

made the day a lot more special."

Another event Erin finds beneficial is the annual Scotty's Christmas party, which gives Members the opportunity to come together and have fun knowing they are with other children and young people who understand what they're going through.

"What's great about the Scotty's Christmas party and other events is that it's all families like ours who are missing someone. I used to think that when you go to events like that, it would be wrong to laugh and be happy, but I know now that it's not. It's better to be happy and laugh. It's good to laugh and remember things and talk about it."



## JAMIE

**Jamie Small was just eight when his dad, Corporal Christopher Small, died by suicide after struggling to adapt to life after the British Army. Jamie is a huge football fan and Liverpool supporter – something he shared with his dad.**

“Football helps me feel connected to my dad and reminds me of the time we spent together,” said Jamie, now 14. “We always used to play together and watch Liverpool on the TV, screaming whenever someone scored.”

But football isn't the only thing Jamie holds close to his heart. For the past three years, he has been supported by Scotty's Little Soldiers and benefitted from services including respite breaks, gifts and 'Thinking of You'

vouchers on the anniversary of his dad's death, and our Scotty's events and Christmas parties, where he's been able to make friends with other children who have also experienced the death of a military parent.

**“There are people who say ‘I know what you're going through’ when they don't, but people from Scotty's really do.”**

Jamie explains: “Scotty's is a place where I don't have to hide my feelings – I can completely be myself because I know if I want to

talk about my dad everyone there will get it. Going to those Christmas parties and other Scotty events, meeting people who have experienced similar things to me... it's all really helpful. Being able to have those conversations with people who understand you, even it's just a quick 5-minute chat, can really boost someone's spirit. There are people who say 'I know what you're going through' when they don't, but people from Scotty's really do.”

## ANGEL

**Angel's mum was 20 weeks pregnant with her when her dad, Major Matthew Titchener, was killed in Iraq. Being part of Scotty's Little Soldiers has been hugely beneficial to Angel, who has struggled with never being able to know her dad.**

Angel is now 18, and over the years the charity has helped reassure Angel that she's not alone in her grief. Through Scotty's, Angel has met many children and young people in the same position, who have no memories of their dad, and many who, like her, were not even born before their dad died.

“Scotty's helps me feel like I'm not alone,” said Angel. “I've made so many good friends who have experienced something similar, and just being able to talk to them,

knowing they understand exactly what I'm going through, is so comforting.”

**“Scotty's helps me feel like I'm not alone.”**

As part of Scotty's STRIDES Programme, Angel has also received grants that have allowed her to go on educational trips with her school and, more recently, assisted with university fees.

Angel said: “It's hard to put into words what Scotty's means to me. It's so special to

have them in my life. Without them I'd feel very alone. The Christmas parties every year are one of the best things about the charity, as I really enjoy getting together with other members, and just knowing that I'm amongst people who understand.”

**WANT TO READ MORE CASE STUDIES?**  
You can read more case studies like these, by visiting our website or clicking [here](#).



“ No matter how much pain I suffer through the races, I know that it will be nothing compared to the suffering of our Armed Forces children. Anything we can do to make their lives better and spirits higher is incredibly worthwhile. ”

# FUNDRAISING

**2021 saw us continuing to ride the wave of the Covid pandemic but as with 2020, we perhaps bucked the trend of what many charities were experiencing.**

With us looking to move our support forward every year, it's not surprising that the income required also increases. Thanks to grant funders, corporate supporters, individuals, and community groups we were able to achieve a significant fundraising milestone and reach £1 million for the first time.

We have very clear strategic plans for the charity and consistently, our supporters provide us with confidence that our plans are realistic and achievable. Here's a little insight into what some of that support looked like in 2021.

## Individual fundraising and donations

Following on from the trend of virtual fundraising challenges which really took hold during the national lockdowns, we held our annual Tour de Scotty and May Marathon challenges and also introduced a 1,000 Press Up Challenge during October. We were delighted to see more than 300 people taking part in these virtual challenges which raised over £36,000! It was also great to see individuals supporting the charity in different ways including Matthew Bamber who hiked 50km with a fridge on his back and Rachel Murphy who is mum to two of our members who dedicated her wedding day to raising funds for Scotty's.

## Corporate Partners

We are grateful that Annington Homes have committed to continue supporting Scotty's. They have been funding our SUPPORT Programme for two years and agreed to support the costs of a new holiday lodge. The new accommodation will be located at Devon Cliffs and means we will be able to accommodate even more Scotty families on our respite breaks in 2023. Last year also saw Incentive FM reach a milestone in their fundraising for us and reach over £100,000 raised. Employees have walked hundreds of miles, pushed out 1,000 press ups and turned into elves as part of a festive fundraiser. We love the creativity of our supporters! We are also incredibly grateful to Network Rail who provided free rail travel for some of our Members and their living

parent to attend the march at the Cenotaph in November.

## Grants and Trusts

Our relationships with grant funders remain integral to our growth, their support forms a significant part of our income for 2021. The Veteran's Foundation, Forces Support, Armed Forces Covenant Fund Trust, ABF The Soldiers Charity, RAF Benevolent Fund, Lest We Forget and RNRMC have provided funding for a range of projects including covering the salaries of some of our Families Team, respite breaks, Member birthday gifts and vouchers that are sent on the anniversary of their parent's death. To support this vital income stream, we appointed a full-time member of staff in early 2021 to help us grow and develop this funding source.

## Regular Giving

During 2021, we continued focus on growing our regular giving initiatives. Our Overwatch programme, which was launched in 2020, guarantees that 100% of a supporter's contribution goes straight to our Family Programmes. Regular behind the scenes video content is made exclusively available to our Overwatch subscribers via a secure portal helping them see exactly how we are spending their contributions. We also operate a 'no frills' regular giving scheme where a supporter can give with confidence knowing that their donation will be spent where it is needed most. As we look to develop and grow sustainable income streams for the charity, regular giving will be a key area of focus for us in 2022.

## Fear Naught

Scotty's Little Soldiers is powered by Fear Naught, our clothing brand where 100% of profits are donated to the charity. Fear Naught is the motto of the RTR (Royal Tank Regiment) in which Cpl. Lee Scott served. Lee embodied the spirit of Fear Naught - be afraid of nothing. He paid the ultimate sacrifice but through this, hundreds of bereaved British Forces children and young people are benefitting from his legacy. We know that Fear Naught can deliver much more value than just clothing and so we are looking forward to developing this initiative more during 2022. Keep your eyes peeled for further news about that!

# THE FUTURE: 2022 AND BEYOND

OUR BIG HAIRY AUDACIOUS GOAL

**TO BE SUPPORTING 1,000+ YOUNG PEOPLE ANNUALLY BY 2030**

504

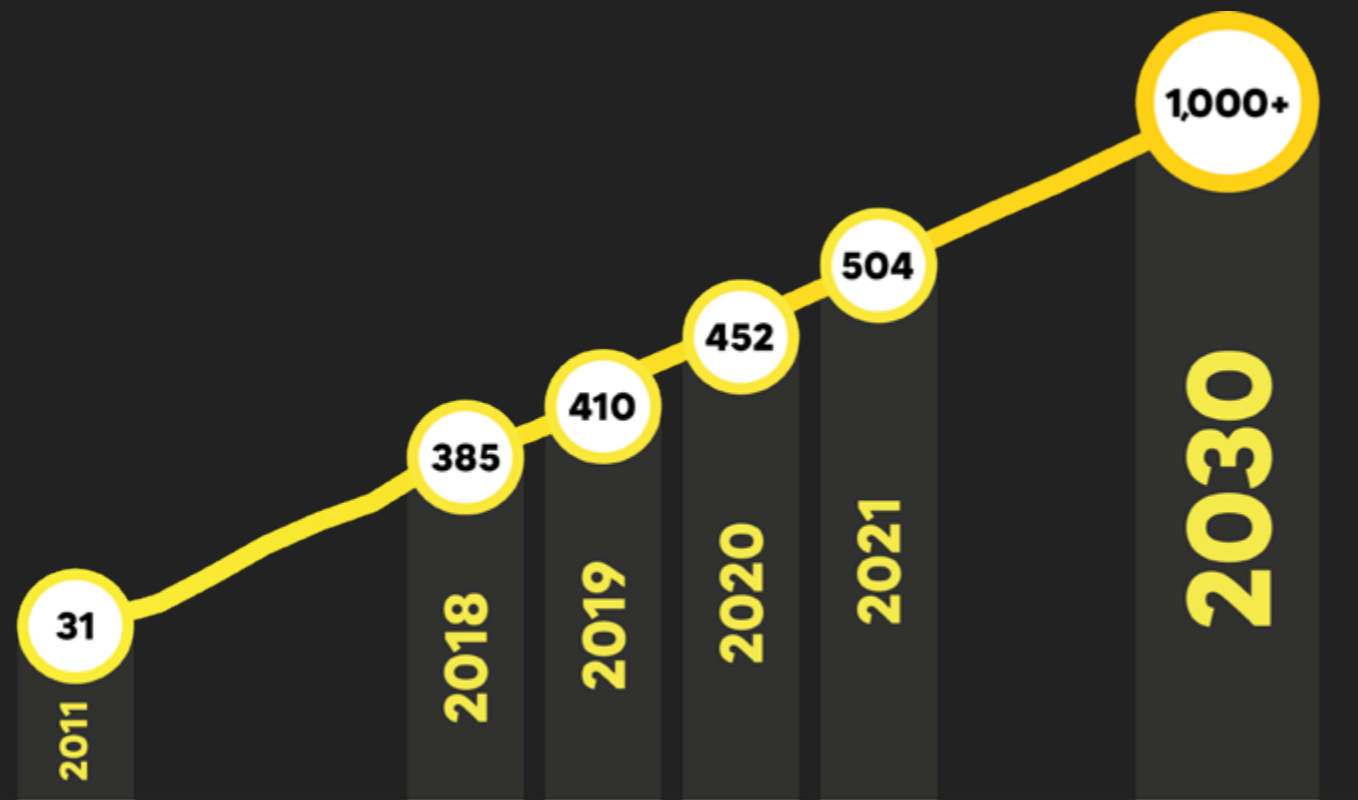
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## We supported 504 children & young people during 2021...

In 2019 we set ourselves what we call the BHAG (Big Hairy Audacious Goal) of supporting 1,000+ bereaved children and young people annually by 2030. This is the number which continually drives us forward.

We know that there are sadly hundreds of young people who have experienced the death of a parent who served in the British Armed Forces already out there, and unfortunately, we know that this number will continue to

grow. It's our job to create a sustainable charity that will be there to support these young people and others like them for many years to come.



In order to provide the right type and level of support to this number of brave young people we created a vision of what the charity will need to look like in 5 years' time, if we are to be in a position to achieve this long-term goal. Then we broke this vision down into smaller, more manageable chunks for to focus on going forward, to help us create a charity which reflects that vision. We call this plan the One Page Strategy Plan or OPSP for short.

Our OPSP, as the name suggests, fits on a single page of A3 and contains a wide range of key drivers, financial targets, goals and priorities. For us to ensure we move towards realising our longer term goals, we created five key thrusts for the next 5-years.

Our Key 5-Year Priorities to help us achieve our goals.

### 1. Establish a Schools and Education Providers Offer.

a. Other than experiencing the death of a parent who served in our Armed Forces, education in one form or another is the one thing which all our Scotty Members and

Springboarders will go through. Our four Family Programmes well established but we already know that longer term we will need a dedicated offer for the education sector.

### 2. Outreach & accessibility.

a. Whilst there will be tweaks and improvements to our Family Programmes the core service offer has proven to be highly impactful. What we do need to focus on more going forward, is ensuring that the maximum number of young people have access to that support.

### 3. Develop 4-5 sustainable income streams including non-public funding to cover 50% of running costs.

a. We have amazing supporters who have been incredibly proactive in supporting the charity but in the coming years we will need to develop a more diverse split of income and to take more control over those channels. Running costs are essential to keep the charity going but we appreciate that many of the public prefer their donations or fundraising

to be spent directly on our Family Programmes. We aim to create a way to cover our running costs through specific channels, thus allowing 100% of public donations to be spent directly on our Family Programmes.

### 4. Increase Scotty's Little Soldiers Profile & rank number 1 for our key words.

a. We don't want to be famous for the sake of being famous but we do realise that in order to achieve our 5 year goals the profile of the charity will need to increase. That means if there is a conversation which involves children, the military, and bereavement - we need to be involved in it within 5 years at any level.

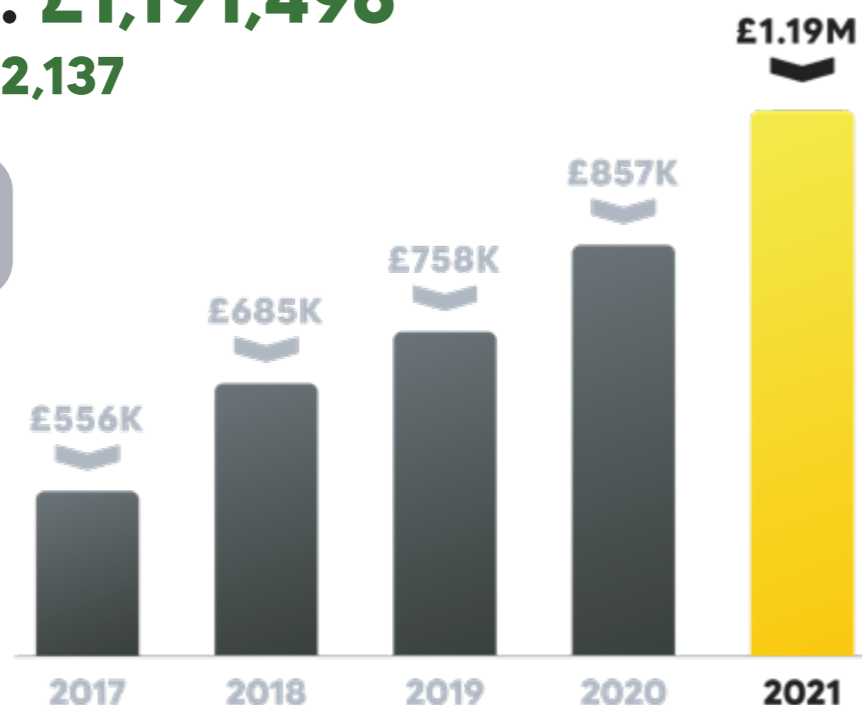
### 5. A great place to work.

a. The final 5-year thrust recognises that we can't do any of the above, or achieve any of our goals without a great team, and the best way to develop a great team is to create a great place to work. We'd love to be ranked in The times top 25 charities to work for in 5 years time.

# FINANCES

**INCOME 2021: £1,191,496\***  
**INCOME 2020: £892,137**

\*Figures include trading company



In many ways the year following the outbreak of the global pandemic was more difficult than 2020 itself. The availability of emergency grants began to slow whilst, due to continued restrictions, we still didn't see a full return to 'in-person' fundraising events.

Despite these challenges the charity needs to continue to grow. Our work over the past couple of years has highlighted significant gaps in the support available to bereaved military children & young people, on top of the fact that we already know that there are hundreds more Armed Forces families out there who could benefit from the charity's help. This means our service not only has to grow

in terms of its offering to those families, but we also need to make it available to significantly more families.

This support will need to be fuelled by our ability to fundraise, which creates a sizeable challenge for the charity on the back of the global pandemic and uncertain economic outlook. We need to double our income in the next 5 years to meet this need, during a time when fundraising will be at its most difficult.

Despite these challenges we have continue our momentum and managed to stay ahead of our increasing costs. I must pay tribute to the team at Scotty's for this achievement this and

to our committed supporters, without whom the genuinely would be no charity.

Throughout 2021 our focus was on developing our Support Programme and ensuring that we effectively communicated our plans and our impact to Supporters. This meant that we experienced a noteworthy increase in our cost of Charitable Activities year on year, but our cost of Fundraising only increased slightly versus 2021. We anticipate a greater increase in Fundraising costs during 2022 as we attempt to adapt to the ever-changing landscape and the need to be more proactive with our income generation.

**EXPENDITURE 2021: £1,054,973\***  
**EXPENDITURE 2020: £806,562**



**CHARITABLE ACTIVITIES    COST OF RAISING FUNDS    CASH AT YEAR END\*\***

\*\*These are the funds we had available to use at the end of the year and equates to approximately 6 months of operation expenditure.

2022 will also see the final full year of our original Trust charity status as we continue the transition to the more modern CIO structure. This has unfortunately meant the creating of a whole new charity entity and we are in the process moving our operations from one to the other.

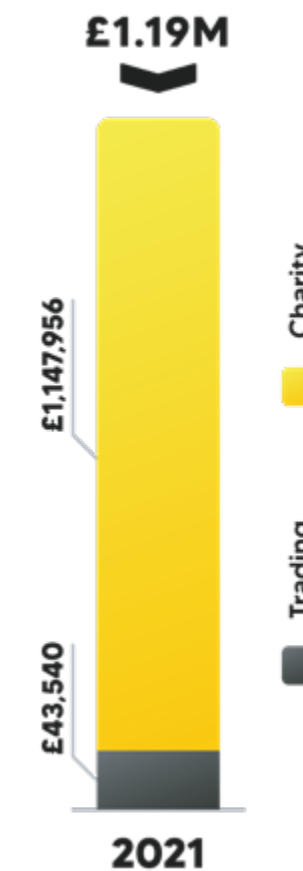
Our small trading entity which sells charity merchandise is 100% owned by the CIO and as such our consolidated CIO 'group' accounts include all income and expenditure from both the charity and trading.

As always, we publish this supporter focused Annual Review on our website and our fully audited financial report

on the Charity Commission website.

*Stuart*

Chief Executive Officer  
 Scotty's Little Soldiers



# GET INVOLVED

## 2021: The year we went digital

During 2021, we adopted a fully digital approach to supporting Scotty's and even withdrew all collection pots and buckets, instead making use of QR codes and online donation platforms. Experts suggest that cash payments are likely to fall to as little as 10 per cent of all UK transactions within the next 15 years. At Scotty's we've certainly seen a greater number of people using digital donation methods to support our charity. The steps we've taken are helping to future proof the charity and enables us to remain committed to staying focused on our goal and using our modest level of resource as efficiently and effectively as possible.

With our goal being to support 1000+ children and young people annually by 2030 we must ensure that the organisation has capacity to grow and develop and let's not beat around the bush, in order to do that we need to significantly increase awareness of Scotty's and our income.



## What action could you take?

### DONATE MONTHLY

Help ensure long term support remains available for bereaved British Forces children and young people. The impact of a parental death is huge and the loss of connection to the military community further compounds that feeling. Together, we can lessen the impact.

How much could you donate each month? Start your commitment [here](#).



### JOIN THE FEAR NAUGHT COMMUNITY

Fear Naught are the words chosen for the brave men and women of the Royal Tank Regiment in which our hero Cpl. Lee Scott served. Become part of our Fear Naught community by shopping our clothing range, signing up to a true FN challenge or signing up to Overwatch. Visit the FN website [here](#) to find out more.

FEAR NAUGHT

### CAN YOU SHARE A POST ON SOCIAL MEDIA?

It's not all about the money, awareness is just as important. Follow us on social media and if you feel you get value from any of our posts why not share them with your friends and network. Just search for 'Scotty's Little Soldiers' on your social media channels or click to follow us.

## 2021 SUPPORTERS

# THANK YOU

We would like to say thank you to all who committed to ensuring bereaved British Forces children have access to long term support by making a donation to us in 2021. All donations, no matter what size, make a huge difference, and we'd like to give a special mention to the trusts and companies that supported us with particularly generous contributions during 2021.

ABF The Soldiers Charity

Annington Management Limited

Armed Forces Covenant Fund Trust

Foces Support

Gamesys Foundation

Incentive FM

Norfolk Community Foundation

Royal Navy and Royal Marines Charity

Sharegift

Tesco Community Grant

The Childwick Trust

The Forces Trust

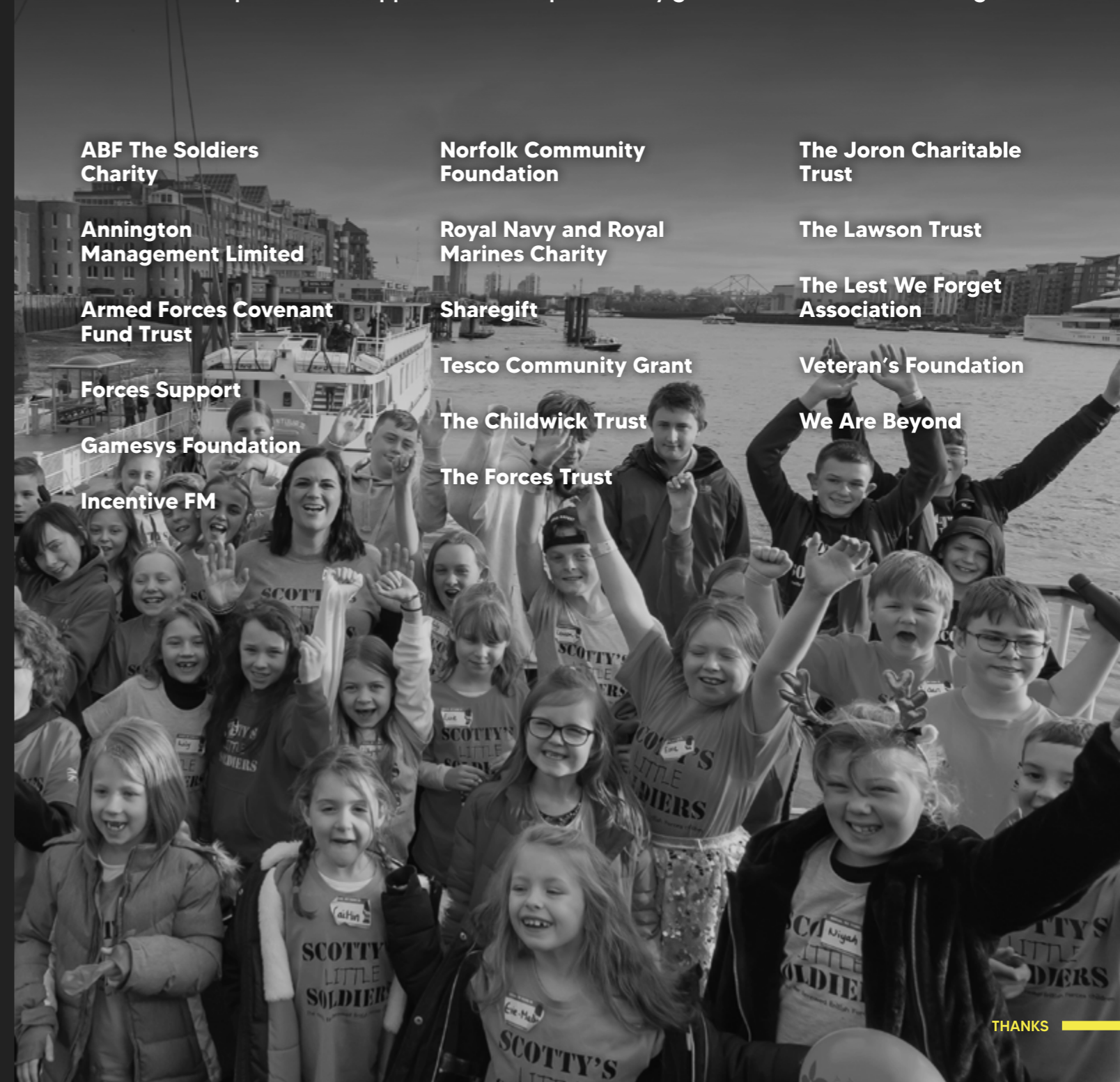
The Joron Charitable Trust

The Lawson Trust

The Lest We Forget Association

Veteran's Foundation

We Are Beyond



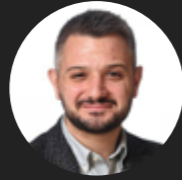
# THE TRUSTEES' REPORT



**Jason Worthy**  
Chair



**Luke Priestley**



**Steven Ward**



**Simon Millar**



**Jonathan James**



**Eamonn O'Sullivan**



**Ellen Plumer**



**Megan Harris-Dilnut**  
Resigned 16<sup>th</sup> July 2021

## The Trustees present their report and financial statements for the year ended 31 December 2021.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with Scotty's Little Soldiers' (The "CIO") governing document, the Charities Act 2011 and the 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 (FRS102).

Scotty's Little Soldiers is a Charitable Incorporated Organisation which was set up on 2nd December 2016. The original 'Scotty's Little Soldiers (The "Charity" 1136854) was established in 2010 as an unincorporated charity. Following guidance from the Charity Commission the CIO was established and became the sole trustee of the Charity on 27th November 2018. The charitable activities will be fully transferred to the CIO and the Charity will be dissolved once all existing lease agreements established by the Charity have expired. This was agreed as the preferred course of action due to the cost and logistical complications of transferring existing leases. This process plans to take place in the main on 31 December 2022, with the original Charity to be largely dormant during 2023 and then dissolved at the close of the year.

## Objectives and activities

The Charity's mission is to provide relief from the effects of bereavement to children and young people who have experienced the death of a parent who served with the Armed Forces of the Crown.

## Our Promises:

We want every bereaved Service child and young person to have:

1. Access to the very best emotional health and well-being support.
2. Outstanding development opportunities.
3. The chance to smile again.

## Review of charitable activities and achievements for the public benefit

Relief is delivered through our four Family Programmes:



Each Programme has four guiding principles around which its activities are focused:

### Smiles:

- Creating a trusted and supportive community for bereaved Forces children and young people.
- Building support networks and developing friendships.
- Regular engagement throughout the year with fun and exciting opportunities.
- Encouraging bereaved Forces children and young people to smile again.

### Support:

- Resources and information to support bereaved Forces children and young people.
- Guidance for parents and carers to help them support their child from the effects of bereavement.
- Individual bereavement support and referral on to specialised services.
- Bereavement based activities and events to help bereaved Forces children and young people cope with their bereavement and remember their parent.

### Strides:

- Reducing any barriers and disadvantages faced by bereaved Forces children and young people.
- Promoting a positive attitude to education and learning and providing opportunities to develop life skills.
- Encouraging bereaved Forces children and young people to develop resilience and thrive.
- Providing opportunities for bereaved Forces children and young people to achieve, succeed and celebrate successes.

### Springboard:

- To provide young adults with opportunities to develop their education and learning, career, volunteering and life skills.
- To encourage, promote and celebrate young adult's achievements.
- Reducing any barriers and disadvantages faced due to their bereavement.
- Providing networking opportunities and help to build connections and friendships.

During 2021 the charity helped 504 bereaved children and young people.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Charity should undertake.

## Grant Making Policy

The charity supports beneficiaries through the use of a number of small grants (less than £1,000) as part of the STRIDES Programme. There are 5 grant schemes available, all designed to help disadvantaged young people with educational and personal development aims; The Scotty Allowance, New School Grant, Scotty's Driving Grant, Scotty's Higher Education Grant and The Super Grant. Applications are submitted year round via the charity's online portal and the specific criteria for each grant is explained on the charity's website.

## Financial review

The Trustees are pleased to report that financially the organisation is in good health and continues on its planned growth trajectory, breaking the one million pound barrier for the first time and in a difficult climate achieving a surplus of £136,523.

Throughout 2021, COVID19 continued to impact on both the need of our beneficiaries and our fundraising. This was reflected in a significant increase in charitable activity spend up from £577,182 in 2020 to £842,613 in 2021. Total expenditure for the year was £1,054,973 (from £806,562 in 2020).

Fundraising was challenging but the charity managed to maintain growth and to cover increased costs by raising £1,191,496 (from £892,137 in 2020).

## Trading subsidiary

The Trustees continue to value the Trading company for commercial activities handled on behalf of the Charity. Our Fear Naught branded has shown there is a large opportunity for future growth and further promotion of this brand will provide an additional way to engage with supporters. The operations of the Charity always take priority but the Trustees are committed to the long term income potential of the Trading company.

## Reserves Policy

The Trustee Board have agreed a Reserves policy in line with the organisation objectives that all reserves shall be applied solely towards promotion of the object of the charity. In the event of dissolution of the charity the reserves would be first used for severance payments and winding up costs. The constitution states that any surplus must be either used directly for the objects of the charity, be transferred to another charity with like for like objects or in any other manner approved by the Charity Commission. Following several years of operating with around 4 months of operating expenses it has been the aim of the charity to increase its cash reserves to between 6 and 9 months of operational costs. The present level of cash reserves held is £489,634 (2020 £419,064). The charity's total reserves which includes assets such as our 6 holiday homes is £1,124,547 (2020 £988,024). £907,446 (2020 £921,264) of the reserves held are categorised as unrestricted funds, £217,101 (2020 £66,760) are categorised as restricted funds.

## Principal sources of income and how expenditure meets objectives

COVID19 restrictions throughout 2021 meant that mass participation events were still limited and resulted in the cancellation of numerous activities including a planned corporate dinner in London. Emergency grants were fewer, but the charity further developed its strength in specific military focused grant funding during the year.

Grant fundraising has become the leading income stream for the charity and whilst the board believe there are even more opportunities within this channel, the charity will be focusing on developing other income streams over the next 5 years. Our goal is to have 4 to 5 consistent and sustainable income channels by 2026.

Other income during 2021 predominately came from public peer-to-peer fundraising & individual donations.

## Risk Management

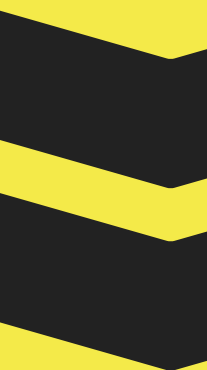
The Trustees have assessed the major risks to which the Charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks. The Trustees have a risk management review which comprises; a continuing review of the risks the charity may face; the establishment of systems and procedures to mitigate those identified risks and the implementation of procedures designed to minimise the potential impact on the charity should those risks materialise.

## Plans for the future

More detail on our plans for the future can be read earlier in the charity's Supporter Annual Review. Future plans are centred around a 5-year strategy plan which will see the charity moving closer to its longer term goal of supporting 1,000+ bereaved children and young people annually by 2030.

In the more immediate term plans for 2022 will include:

- A new campaign to reach more unsupported children and young people.
- A yearlong project to implement a new automated impact reporting system.
- The recruitment of two critical function posts (finance and information technology).
- Delivering £100k+ from a new income project.
- A project to move the charity to a fit-for-purpose, long-term home.



## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing Document

The CIO is governed by its Constitution dated 02 December 2016. It was registered as a charity with the Charity Commission on 02 December 2016.

The Charity is governed by its Constitution dated 17 April 2010. It was registered as a charity with the Charity Commission on 13 July 2010.

### Trustees

The CIO currently has seven Trustees. Eamonn O'Sullivan, Ellen Plummer, Jason Worthy (Chair), Jonathan James, Luke Priestley, Simon Millar & Steven Ward.

The Trustees meet quarterly with the Chief Executive, Stuart Robinson and the Charity's Founder, Nikki Scott, to whom the day to day operations are delegated.

### Appointment of new Trustees

The CIO has a formal Trustee Recruitment policy and process. New Trustees positions can be advertised by the CIO or nominations from the management team and the existing Trustees can be put forward. Those nominated and appointed are elected at the first AGM following appointment. The CIO plans to add further Trustees over the next 2 years to fill gaps in the board's current skill set with several new Trustees already in place to join the board in January 2022.

### Organisation

The Charity is administered by a committee containing no less than 3 Trustees of the CIO. This committee meets 4 times per year. To facilitate effective operations the Chief Executive Officer has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance and employment. The CEO reports frequently to the Trustees, usually on a monthly basis via written reports and conference calls.

### Related parties

Mrs Nikki Scott, and Mr Stuart Robinson are listed as Officers of the Limited Trading Company Scotty's Little Soldiers Trading Ltd. This company was created to sell merchandise on behalf of the Charity, the profits from which are all donated to the Charity. No dividends or salaries are taken from the Limited Company. The CIO was confirmed by Companies House as the relevant legal entity with significant control of Scotty's Little Soldiers Trading Ltd on 11/01/2019. No Trustees were reimbursed for their personal expenses during 2021.

### Auditor

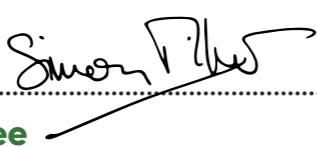
In accordance with the charity's governing document, a resolution proposing that Mapus-Smith & Lemmon LLP be reappointed as auditor of the company will be put at a General Meeting.

### Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Trustee report was approved by the Board of Trustees.

.....  
Trustee 

.....  
Trustee 

Dated: 17/10/2022



**SCOTTY'S LITTLE SOLDIERS**  
**CONSOLIDATED ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

# SCOTTY'S LITTLE SOLDIERS

## LEGAL AND ADMINISTRATIVE INFORMATION

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**Trustees**

Steven Ward  
Jason Worthy  
Luke Priestley  
Megan Harris  
Simon Millar  
Jonathan James  
Ellen Plumer  
Eamonn O'Sullivan

**Charity number**

1170528

**Principal address**

21 Bergen Way  
North Lynn Industrial Estate  
King's Lynn  
PE30 2JG

**Auditor**

Mapus-Smith & Lemmon LLP  
48 King Street  
King's Lynn  
Norfolk  
PE30 1HE

**Bankers**

HSBC Bank PLC  
19 Minster St  
Salisbury  
SPI 1TE

**Solicitors**

Stone King  
Thirty Station Road  
Cambridge  
Cambridgeshire  
CB1 2RE

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# SCOTTY'S LITTLE SOLDIERS

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# **SCOTTY'S LITTLE SOLDIERS**

## **STATEMENT OF TRUSTEE RESPONSIBILITIES**

***FOR THE YEAR ENDED 31 DECEMBER 2021***

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The Trustees are responsible for preparing the Trustee Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the CIO and of the incoming resources and application of resources of the CIO for that year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the CIO and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the CIO and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# SCOTTY'S LITTLE SOLDIERS

## INDEPENDENT AUDITOR'S REPORT

### TO THE TRUSTEES OF SCOTTYS LITTLE SOLDIERS

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#### **Opinion**

We have audited the consolidated financial statements of Scotty's Little Soldiers (the 'CIO') and its subsidiaries (the "Group") for the year ended 31 December 2021 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and the parent CIO's affairs as at 31 December 2020 and of the Group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustee use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

#### **Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

# SCOTTY'S LITTLE SOLDIERS

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE TRUSTEES OF SCOTTYS LITTLE SOLDIERS

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#### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of Trustees**

As explained more fully in the statement of Trustee responsibilities, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the CIO Charity's and Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

#### **The extent to which the audit was considered capable of detecting irregularities including fraud**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with trustees and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Group, including the Charities Act 2011, taxation legislation, and employment legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

# SCOTTYS LITTLE SOLDIERS

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE TRUSTEES OF SCOTTYS LITTLE SOLDIERS

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We assessed the susceptibility of the Group's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journals to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

#### **Other matter**

Your attention is drawn to the fact that the Group has prepared financial statements in accordance with "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)" (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2016.

# SCOTTY'S LITTLE SOLDIERS

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE TRUSTEES OF SCOTTYS LITTLE SOLDIERS

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#### Use of our report

This report is made solely to the CIO's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the CIO's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the CIO and the CIO's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



**Sharon Edwards (Senior Statutory Auditor)**  
for and on behalf of Mapus-Smith & Lemmon LLP

21/12/2022

**Chartered Accountants**  
**Statutory Auditor**

48 King Street  
King's Lynn  
Norfolk  
PE30 1HE

Mapus-Smith & Lemmon LLP is eligible for appointment as auditor of the CIO by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006

# SCOTTY'S LITTLE SOLDIERS

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2021

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	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
<b>Income from:</b>					
Restricted donation income	2	607,223	540,733	1,147,956	846,216
Commercial trading operation		43,540	-	43,540	45,921
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Total income received</b>		<b>650,763</b>	<b>540,733</b>	<b>1,191,496</b>	<b>892,137</b>
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Expenditure on:</b>					
Raising funds	3	212,977	-	212,977	230,040
Charitable activities	4	452,221	390,392	842,613	577,182
Taxation	7	(617)	-	(617)	(660)
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Total resources expended</b>		<b>664,581</b>	<b>390,392</b>	<b>1,054,973</b>	<b>806,562</b>
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Net (expenditure)/income for the year/ Net movement in funds</b>		<b>(13,818)</b>	<b>150,341</b>	<b>136,523</b>	<b>85,575</b>
Fund balances at 1 January 2021		921,264	66,760	988,024	902,449
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Fund balances at 31 December 2021</b>		<b>907,446</b>	<b>217,101</b>	<b>1,124,547</b>	<b>988,024</b>
		<hr/>	<hr/>	<hr/>	<hr/>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

# SCOTTY'S LITTLE SOLDIERS

## CONSOLIDATED BALANCE SHEET

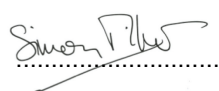
AS AT 31 DECEMBER 2021

	Notes	Group 2021 £	Group 2020 £	CIO 2021 £	CIO 2020 £
<b>Fixed assets</b>					
Intangible assets	10	21,578	-	-	-
Tangible assets	11	459,662	470,063	-	-
Investments	12	-	-	3	3
		<u>481,240</u>	<u>470,063</u>	<u>3</u>	<u>3</u>
<b>Current assets:</b>					
Stocks	14	83,860	83,440	-	-
Debtors	15	119,910	62,245	-	-
Cash at bank and in hand		489,634	419,064	-	-
		<u>693,404</u>	<u>564,749</u>	<u>-</u>	<u>-</u>
<b>Creditors: amounts falling due within one year</b>	16	<u>(50,097)</u>	<u>(46,171)</u>	<u>-</u>	<u>-</u>
<b>Net current assets</b>		<u>643,307</u>	<u>518,578</u>	<u>-</u>	<u>-</u>
<b>Provisions for liabilities</b>	17	-	(617)	-	-
		<u>-</u>	<u>(617)</u>	<u>-</u>	<u>-</u>
<b>Total assets less current liabilities</b>		<u>1,124,547</u>	<u>988,024</u>	<u>3</u>	<u>3</u>
<b>Income funds</b>					
Restricted funds	20	217,101	66,760	-	-
Unrestricted funds		907,446	921,264	3	3
		<u>1,124,547</u>	<u>988,024</u>	<u>3</u>	<u>3</u>

The financial statements were approved by the Trustees on 20/10/2022



JASON WORTHY  
Chairman



SIMON MILLAR  
Trustee

**SCOTTY'S LITTLE SOLDIERS**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

	Notes	£	2021 £	£	2020 £
<b>Cash flows from operating activities</b>					
Cash generated from/(absorbed by) operations	26		117,846		130,890
Income taxes paid			-		(785)
<b>Investing activities</b>					
Purchase of intangible fixed assets		(23,976)			
Purchase of tangible fixed assets		(23,300)		(5,778)	
Cash introduced on acquisitions		-		-	
<b>Net cash used in investing activities</b>			<b>(47,276)</b>		<b>(5,778)</b>
<b>Net cash used in financing activities</b>			<b>-</b>		<b>-</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>			<b>70,570</b>		<b>124,327</b>
Cash and cash equivalents at beginning of year			419,064		294,737
<b>Cash and cash equivalents at end of year</b>			<b>489,634</b>		<b>419,064</b>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 DECEMBER 2021

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#### 1 Accounting policies

##### Charity information

Scotty's Little Soldiers is a charitable incorporated organisation (CIO). The principal office for the CIO and its two subsidiaries is 21 Bergen Way, North Lynn Industrial Estate, King's Lynn, Norfolk, PE30 2JG.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the CIO's governing document, the Charities Act 2011 and "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). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the Group. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Basis of accounting and consolidation

These financial statements consolidate the results of the CIO, its unincorporated charitable subsidiary Scotty's Little Soldiers (charity number 1136854) and its trading subsidiary Scotty's Little Soldiers Trading Limited (company number 07667490). The trading subsidiary is a private company limited shares, registered in England and Wales.

A separate statement of financial activities is not presented for the CIO itself following the exemptions available under the Charities SORP.

#### 1.3 Going concern

The trustees consider that there are no material uncertainties about the Group's ability to continue as a going concern.

At the time of approving the financial statements, the trustees have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The COVID-19 pandemic does not appear to have affected the finances of the Group to such a degree that going concern is an issue.

#### 1.4 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

The Charity has a restricted income fund to account for situations where a donor or grant provider requires that a donation or grant must be spent on a particular purpose or where funds have been raised for a particular purpose. All other funds are unrestricted income funds.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the Charity.

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

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#### 1 Accounting policies

##### 1.5 Incoming resources

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Assets for distribution are recognised only when distributed. Assets given for use by the Charity are recognised when receivable. Stocks of undistributed donated goods are not valued for balance sheet purposes.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Grant income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

##### *Scotty's Little Soldiers Trading Limited*

Turnover represents amounts receivable for goods and services net of VAT and trade discounts. Turnover also includes amounts received from fund raising events. Amounts receivable from, goods are recognised at despatch of the goods and amounts generated from fund raising events are recognised at the date received.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer (usually on dispatch of the goods), the amount of revenue can be measured reliably, it is probable that the economic benefits associated with the transaction will flow to the entity and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

##### 1.6 Resources expended

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being unavoidable.

- Costs of generating funds are those costs incurred in trading activities that raise funds.
- Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with the constitutional and statutory requirements.

Costs for charitable activities are recognised when the liability is incurred.

##### 1.7 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software	10% straight line basis
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##### 1.8 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

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Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

#### Capitalisation of fixed assets

Tangible fixed assets are capitalised at original cost of acquisition. Donated tangible fixed assets which do not have a cost to the Charity are capitalised at their current value at the date of donation.

Lodges	4% straight line basis.
Lodge and office equipment	25% straight line basis
Computers	25% reducing balance basis
Motor vehicles	25% reducing balance basis
<i>Scotty's Little Soldiers Trading Limited</i>	
Fixtures and fittings	15% reducing balance basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

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#### 1 Accounting policies

##### 1.9 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

##### 1.10 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

##### 1.11 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

##### 1.12 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

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#### 1 Accounting policies

##### 1.12 Financial instruments cont:

###### ***Derecognition of financial liabilities***

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

##### 1.13 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

##### 1.14 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

##### 1.15 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

##### 1.16 Taxation

###### *Scotty's Little Soldiers Trading Limited*

The tax expense represents the sum of the tax currently payable and deferred tax.

###### ***Current tax***

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

###### ***Deferred tax***

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the profit and loss account, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset when the company has a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

##### 1.17 Judgements and key sources of estimation uncertainty

###### *Scotty's Little Soldiers Trading Limited*

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 2 Donation and fundraising Income

		Unrestricted funds	Restricted funds	Total	Total
	Notes	2021 £	2021 £	2021 £	2020 £
Donations and gifts		513,184	50,000	563,184	607,260
Legacies receivable		1,000	-	1,000	-
Other general grants		58,175	490,733	548,908	238,956
Overwatch	18	34,864	-	34,864	-
		<u>607,223</u>	<u>540,733</u>	<u>1,147,956</u>	<u>846,216</u>
<b>For the year ended 31 December 2020</b>		<u>592,260</u>	<u>253,956</u>		<u>846,216</u>

Grants includes £- (2020 - £25,000) support from the government in relation to the Covid-19 pandemic.

#### 3 Raising funds

	Unrestricted funds	Total
	2021 £	2020 £
<u>Fundraising and publicity</u>		
Seeking donations, grants and legacies	45,738	51,963
Team costs	79,639	65,954
Support costs	60,438	64,506
	<u>185,815</u>	<u>182,423</u>
Fundraising and publicity	185,815	182,423
Commercial trading operation	27,162	47,617
	<u>212,977</u>	<u>230,040</u>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

### 4 Charitable activities

	Smiles Programme	Strides Programme	Spring Board Programme	Support Programme	Family Programme Activities	Total 2021	Total 2020
	2021	2021	2021	2021	2021		
	£	£	£	£	£	£	£
Team costs	27,410	15,192	15,192	44,690	103,509	205,993	148,689
Beneficiary gifts & vouchers	49,464	-	-	-	-	49,464	53,109
Beneficiary events	68,483	-	-	-	-	68,483	19,080
Respite breaks	120,973	-	-	-	-	120,973	111,952
Beneficiary Bereavement resources	663	9,550	7,718	8,150	19,604	45,685	26,383
	<u>266,993</u>	<u>24,742</u>	<u>22,910</u>	<u>52,840</u>	<u>123,113</u>	<u>490,598</u>	<u>359,213</u>
Grant funding of activities (see note 5)	-	18,103	12,318	-	-	30,421	26,190
Share of support costs (see note 6)	39,627	-	-	-	269,397	309,024	178,663
Share of governance costs (see note 6)	-	-	-	-	12,570	12,570	13,116
	<u>306,620</u>	<u>42,845</u>	<u>35,228</u>	<u>52,840</u>	<u>405,080</u>	<u>842,613</u>	<u>577,182</u>
<b>Analysis by fund</b>							
Unrestricted funds	62,860	30,845	25,228	5,524	327,764	452,221	329,580
Restricted funds	243,760	12,000	10,000	47,316	77,316	390,392	247,602
	<u>306,620</u>	<u>42,845</u>	<u>35,228</u>	<u>52,840</u>	<u>405,080</u>	<u>842,613</u>	<u>577,182</u>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

### 4 Charitable activities (Continued)

For the year ended 31 December 2020

	Smiles Programme	Strides Programme	Spring Board Programme	Support Programme	Family Programme Activities	Total 2020
	£	£	£	£	£	£
Team costs	13,767	9,047	7,182	36,199	82,494	148,689
Beneficiary gifts & vouchers	53,109	-	-	-	-	53,109
Beneficiary events	19,080	-	-	-	-	19,080
Respite breaks	111,952	-	-	-	-	111,952
Beneficiary Bereavement resources	3,037	809	394	5,992	16,151	26,383
	<u>200,945</u>	<u>9,856</u>	<u>7,576</u>	<u>42,191</u>	<u>98,645</u>	<u>359,213</u>
Grant funding of activities (see note 5)	-	26,190	-	-	-	26,190
Share of support costs (see note 6)	28,189	-	-	-	150,474	178,663
Share of governance costs (see note 6)	-	-	-	-	13,116	13,116
	<u>229,134</u>	<u>36,046</u>	<u>7,576</u>	<u>42,191</u>	<u>262,235</u>	<u>577,182</u>
<b>Analysis by fund</b>						
Unrestricted funds	140,737	26,631	5,857	4,322	152,033	329,580
Restricted funds	88,397	9,415	1,719	37,869	110,202	247,602
	<u>229,134</u>	<u>36,046</u>	<u>7,576</u>	<u>42,191</u>	<u>262,235</u>	<u>577,182</u>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

### 5 Grants payable

	Strides Programme	Spring Board Programme	Total	2020
	£	£	£	£
Grants to individuals: Beneficiaries' grants	18,103	12,318	30,421	26,190
	<u>18,103</u>	<u>12,318</u>	<u>30,421</u>	<u>26,190</u>

### 6 Support costs

	Support costs	Governance costs	2021	2020
	£	£	£	£
Team costs	202,449	-	202,449	132,828
Depreciation	35,523	-	35,523	28,189
Other office costs	40,484	-	40,484	36,252
Premises expenses	1,456	-	1,456	609
Marketing	74,681	-	74,681	41,090
Insurance	1,101	-	1,101	-
Subscriptions	6,270	-	6,270	3,113
Bank charges	2,110	-	2,110	712
Training and other costs	1,284	-	1,284	376
Vehicle costs	4,104	-	4,104	-
Accountancy	-	12,570	12,570	13,116
	<u>369,462</u>	<u>12,570</u>	<u>382,032</u>	<u>256,285</u>
Analysed between				
Fundraising	60,438	-	60,438	64,506
Charitable activities	309,024	12,570	321,594	191,779
	<u>369,462</u>	<u>12,570</u>	<u>382,032</u>	<u>256,285</u>

Governance costs includes payments to the auditors of £8,675 (2020- £8,500) for audit fees, and £3,895 (2020- £4,616) for non-audit fees.

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 7 Taxation

	Group 2021 £	Group 2020 £	CIO 2021 £	CIO 2020 £
UK Corporation tax charge on profit for the year	-	(926)	-	-
Origination and reversal of timing differences	(617)	266	-	-
	<u>(617)</u>	<u>(660)</u>	<u>-</u>	<u>-</u>

#### 8 Trustees

None of the trustees of the CIO or group (or any persons connected with them) other than set out below received any remuneration during the year.

During the year, the following expenses were paid to the following trustees or those closely connected to trustees:

\*Simon Millar - training courses £- (2020 - £339)

\* - Simon Millar is a trustee of the CIO parent entity. The arrangement with Simon Millar was agreed by all the trustees of the CIO and approved in a trustees meeting, along Stuart Robinson as CEO via reference to the charity's governing documents.

#### 9 Employees

##### Number of employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
	<u>16</u>	<u>12</u>

Employment costs	2021 £	2020 £
Wages and salaries	441,403	314,943
Social security costs	37,816	25,665
Other pension costs	8,862	6,863
	<u>488,081</u>	<u>347,471</u>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

---

#### 9 Employees (continued)

The total employee benefits of the key management personnel for the Charity were £108,319 (2020 - £102,617).

The number of employees whose annual remuneration was £60,000 or more were:

	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
£60,001 - £70,000	<u>1</u>	<u>1</u>

#### 10 Intangible fixed assets GROUP

##### Cost

As at 1 January 2021

Additions - separately acquired

At 31 December 2021

##### Amortisation and impairment

As at 1 January 2021

Amortisation charged for the year

At 31 December 2021

##### Carrying amount

At 31 December 2021

At 31 December 2020

**Software**  
**£**

-

23,976

23,976

-

2,398

2,398

21,578

-

The CIO did not hold any intangible fixed assets as at 31 December 2021.

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 11 Tangible fixed assets GROUP

	Lodges	Equipment, fixtures & fittings	Computers	Motor vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 January 2021	620,352	19,216	11,770	9,825	661,163
Additions	-	-	5,312	17,988	23,300
Disposals	-	(1,222)	(330)	-	(1,552)
	<u>620,352</u>	<u>17,994</u>	<u>16,752</u>	<u>27,813</u>	<u>682,911</u>
<b>Depreciation and impairment</b>					
At 1 January 2021	162,899	16,133	5,352	6,716	191,100
Depreciation charged in the period	24,814	443	2,897	5,274	33,428
Eliminated on disposals	-	(1,088)	(191)	-	(1,279)
	<u>187,713</u>	<u>15,488</u>	<u>8,058</u>	<u>11,990</u>	<u>223,249</u>
<b>Carrying amount</b>					
At 31 December 2021	<u>432,639</u>	<u>2,506</u>	<u>8,694</u>	<u>15,823</u>	<u>459,662</u>
At 31 December 2020	<u>457,453</u>	<u>3,083</u>	<u>6,418</u>	<u>3,109</u>	<u>470,063</u>

The CIO did not hold any tangible fixed assets as at 31 December 2021.

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

<b>12 Fixed asset investments</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Investments in trading subsidiaries	3	3

#### Movements in fixed asset investments

	<b>Shares</b>
	<b>£</b>
<b>Cost or valuation</b>	
As at 1 January 2021	3
At 31 December 2021	3
<b>Carrying amount</b>	
At 31 December 2021	3
At 31 December 2020	3

Details of the group's subsidiaries at 31 December 2021 are as follows:

Name of undertaking	Country of incorporation or residency	Nature of business	Class of shareholding	% Held	
				Direct	Indirect
Scotty's Little Soldiers Trading Limited (reg 07667490)	United Kingdom	Trading company	Ordinary	100.00	-
Scotty's Little Soldiers (reg 1136854)	United Kingdom	Unincorporated charity	N/A		

A summary of the subsidiaries performance and assets is shown below:

	Trading 2021 £	Charity 2021 £	Trading 2020 £	Charity 2020 £
Income	43,540	1,164,951	45,921	857,076
Expenditure	(43,540)	(1,028,428)	(57,817)	(759,605)
Surplus/(deficit)	(-)	136,523	(11,896)	97,471
Net assets	3,021	1,121,527	3,021	985,004

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

<b>13</b>	<b>Financial instruments</b>			<b>2021</b>	<b>2020</b>
				£	£
	<b>GROUP</b>				
	<b>Carrying amount of financial assets</b>				
	Debt instruments measured at amortised cost			565,402	423,354
	<b>Carrying amount of financial liabilities</b>				
	Measured at amortised cost			50,097	46,171
	<b>CIO</b>				
	<b>Carrying amount of financial assets</b>				
	Debt instruments measured at amortised cost			-	-
	Equity instruments measured at cost less impairment			3	3
	<b>Carrying amount of financial liabilities</b>				
	Measured at amortised cost			-	-
<b>14</b>	<b>Stocks</b>				
		<b>Group</b>	<b>Group</b>	<b>CIO</b>	<b>CIO</b>
		<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	Finished goods and goods for resale	83,860	83,440	-	-
		83,860	83,440	-	-
<b>15</b>	<b>Debtors</b>				
		<b>Group</b>	<b>Group</b>	<b>CIO</b>	<b>CIO</b>
		<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
		£	£	£	£
	<b>Amounts falling due within one year:</b>				
	Trade debtors	75,767	8,923	-	-
	Other debtors	6,416	4,864	-	-
	Prepayments and accrued income	37,727	48,458	-	-
		119,910	62,245	-	-
<b>16</b>	<b>Creditors: amounts falling due within one year</b>				
		<b>Group</b>	<b>Group</b>	<b>CIO</b>	<b>CIO</b>
		<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
		£	£	£	£
	Trade creditors	21,048	9,175	-	-
	Other creditors	14,023	10,751	-	-
	Accruals and deferred income	15,026	26,245	-	-
		50,097	46,171	-	-

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 17 Provisions for liabilities

	Group 2021 £	Group 2020 £	CIO 2021 £	CIO 2020 £
Deferred taxation	-	617	-	-
	<u>-</u>	<u>617</u>	<u>-</u>	<u>-</u>
	-	617	-	-
	<u>-</u>	<u>617</u>	<u>-</u>	<u>-</u>

#### 18 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 January 2021 £	Incoming resources £	Resources expended 31 December 2021 £	Balance at 31 December 2021 £
Overwatch	-	34,864	(34,864)	-
	<u>-</u>	<u>34,864</u>	<u>(34,864)</u>	<u>-</u>
	-	34,864	(34,864)	-
	<u>-</u>	<u>34,864</u>	<u>(34,864)</u>	<u>-</u>

The Overwatch programme is a subscription based programme available to its members and supporters can have exclusive access to Scotty's additional content.

The designated funds during the year was spent on family programmes.

#### 19 Retirement benefit schemes

##### Defined contribution schemes

The subsidiary charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £8,862 (2020 - £6,863).

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 20 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			Balance at 31 December 2021 £
	Balance at 1 January 2020 £	Incoming resources £	Resources expended £	Balance at 1 January 2021 £	Incoming resources £	Resources expended £	
Smiles Programme	-	57,150	(57,150)	-	267,853	(232,853)	35,000
Strides Programme	-	598	(598)	-	12,000	(12,000)	-
Springboard Programme	-	-	-	-	95,000	(25,000)	70,000
Support Programme	40,406	67,958	(72,104)	36,260	110,880	(90,039)	57,101
Family Activities Programme	20,000	128,250	(117,750)	30,500	55,000	(30,500)	55,000
	<u>60,406</u>	<u>253,956</u>	<u>(247,602)</u>	<u>66,760</u>	<u>540,733</u>	<u>(390,392)</u>	<u>217,101</u>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 20 Restricted funds cont.

**The charitable activities have been supported by the following donors**

Funding is acknowledged under the terms and conditions of the following grants and donations:

Funder		Value
ABF	- Army Beneficiaries	10,000.00
Annington Trust	- Support Programme	50,000.00
Armed Forces Covenant Fund Trust	- Stronger Together Project	70,000.00
Armed Forces Covenant Fund Trust	- Sustainability Project	19,418.00
Armed Forces Covenant Fund Trust	- Sustainability Project	21,462.00
Childwick Trust	- Gifts & Vouchers	10,000.00
Forces Support Limited	- Respite Breaks	136,516.64
Gamesys Foundation	- Bereavement Resources	15,000.00
Groundwork UK	- Gifts & Vouchers	4,000.00
Groundwork UK	- Gifts & Vouchers	1,000.00
Groundwork UK	- Gifts & Vouchers	11,500.00
RNRMC	- Royal Navy & Royal Marines Beneficiaries	15,000.00
Royal Warrant Holders Association	- Scotty Allowance Grant	2,000.00
The Forces	- Gifts & Vouchers	10,000.00
The Hedley Foundation	- Stronger Together Project	3,000.00
The Hobson Charity Limited	- Higher Education Grants	12,000.00
The Lawson Trust	- Gifts & Vouchers	5,000.00
The Lest We Forget Association	- Remembrance Project	14,070.42
Veterans Foundation	- Gifts & Vouchers	15,766.00
Veterans Foundation	- Beneficiary Christmas Event	30,000.00
Veterans Foundation	- Gifts & Vouchers	30,000.00
Veterans Foundation	- Families Team Bereavement Salary	30,000.00
Veterans Foundation	- Strides & Springboard Salary	10,000.00
Veterans Foundation	- Strides & Springboard Salary	10,000.00
We Are Beyond	- Childhood Bereavement Training	5,000.00
		<b>£540,733.06</b>

#### 21 Analysis of net assets between funds

	Unrestricted 2021 £	Restricted 2021 £	Total 2021 £	Total 2020 £
Fund balances at 31 December 2021 are represented by:				
Intangible fixed assets	21,578		21,578	-
Tangible assets	458,441	1,221	459,662	470,063
Current assets/(liabilities)	427,427	215,880	643,307	517,961
	<u>907,446</u>	<u>217,101</u>	<u>1,124,547</u>	<u>988,024</u>

#### 22 Operating lease commitments

At the reporting end date, the Group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021 £	2020 £
Within one year	-	7,078
	<u>-</u>	<u>7,078</u>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

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23 Capital commitments	2021	2020
	£	£
At 31 December 2021 the Charity had capital commitments as follows:		
Contracted for but not provided in the financial statements:		
Acquisition of property, plant and equipment	-	11,988
	<u>          </u>	<u>          </u>

The charity had entered into a commitment to pay the remaining 50% of Salesforce website and bespoke software installation costs, upon completion of the project.

### 24 Events after the reporting date

It is planned for the charity to move all assets, and legalities with regards to donations pledged, to the CIO company, with effect from 31 December 2022. The charity will remain in existence for one more year, until all legal obligations with regards to incoming resources are met.

### 25 Related party transactions

Scotty Little Soldiers Trading Limited paid for expenses on behalf of Scotty's Little Soldiers (Charity) totalling £- during the period ended 31 December 2021 (2020 - £3,014). These expenses mainly related to office running costs for the charity's operations and have been treated as a donation to the charity by Scotty's Little Soldiers Trading Limited.

Scotty's Little Soldiers (Charity) paid for expenses on behalf of Scotty Little Soldiers Trading Limited totalling £367 during the period ended 31 December 2021 (2020 - £NIL).

Scotty Little Soldiers Trading Limited also organised some charitable events on behalf of Scotty's Little Soldiers totalling £5,824. The proceeds from these treated as a donation to the charity by Scotty's Little Soldiers Trading Limited.

As at 31 December 2021, Scotty's Little Soldiers Trading Limited owed Scotty's Little Soldiers £54,536 (2020- £37,173) in respect of a loan provided for the purchase of merchandise and paid expenses. A strategic plan is in place to ensure that Trading pays the loan off to Charity over the course of the next few years.

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

---

26 Cash generated from operations	2021 £	2020 £
Surplus for the year	136,523	85,875
Adjustments for:		
Taxation (credited)	(617)	(660)
Depreciation and impairment of tangible fixed assets	33,428	28,734
Depreciation and impairment of intangible fixed assets	2,398	-
Loss on disposal of tangible fixed assets	273	-
Movements in working capital:		
(Increase)/decrease in stock	(420)	8,743
(Increase)/decrease in debtors	(57,665)	3,994
Increase in creditors	3,926	4,504
<b>Cash generated from/(absorbed by) operations</b>	<u>117,846</u>	<u>130,890</u>



#HelpTheirChildrenSmile



## SCOTTY'S LITTLE SOLDIERS

Unit 21, Bergen Way, King's Lynn,  
Norfolk, PE30 2JG

0800 092 8571

[www.scottyslittlesoldiers.co.uk](http://www.scottyslittlesoldiers.co.uk)

Registered Charity No. 1170528

ON  
A  
MISSION

**SCOTTY'S LITTLE SOLDIERS**

England & Wales - Charity number 1170528

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# Accounts

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**SCOTTY'S LITTLE SOLDIERS**  
Unit 21 Bergen Way  
King's Lynn  
Norfolk  
PE30 2JG

Dear Supporter.

Thank you for your interest in Scotty's Little Soldiers, the charity for bereaved British Forces Children and Young People.

The day-to-day operations of the charity are conducted by the original Trust which established in 2010. To view the annual report for this charity please search for charity number 1136854.

This Group CIO was established to modernise the charity and provide an organisational structure which would be more suitable for the long term aims of Scotty's Little Soldiers. Once a number of existing lease agreements (for example vehicle leases, a property lease), entered into under the original charity's name, have expired, the original charity will be dissolved and only the newer CIO will continue long term.

What you will find enclosed herein is the Group accounts, which also includes our small trading subsidiary which is wholly owned by the charity and is a vehicle for buying and selling charity branded merchandise. For a more informative report which includes information on the impact of the charity's work please search for the report attached to the charity registered under 1136854.

We anticipate that the original charity will be dissolved at the end of 2021 or 2022, leaving just the CIO.

If you have any questions related to this please feel free to contact us at [hello@scottyslittlesoldiers.co.uk](mailto:hello@scottyslittlesoldiers.co.uk).

Thank you for your support.

**SCOTTY'S LITTLE SOLDIERS**  
**CONSOLIDATED ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

# SCOTTY'S LITTLE SOLDIERS

## LEGAL AND ADMINISTRATIVE INFORMATION

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**Trustees**

Steve Ward  
Jason Worthy  
Luke Priestley  
Megan Harris  
Simon Millar

**Charity number**

1170528

**Principal address**

21 Bergen Way  
North Lynn Industrial Estate  
King's Lynn  
PE30 2JG

**Auditor**

Mapus-Smith & Lemmon LLP  
48 King Street  
King's Lynn  
Norfolk  
PE30 1HE

**Bankers**

HSBC Bank PLC  
19 Minster St  
Salisbury  
SP1 1TE

**Solicitors**

Stone King  
Thirty Station Road  
Cambridge  
Cambridgeshire  
CB1 2RE

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# SCOTTY'S LITTLE SOLDIERS

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# SCOTTY'S LITTLE SOLDIERS

## TRUSTEE REPORT

### *FOR THE YEAR ENDED 31 DECEMBER 2020*

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The Trustees present their report and financial statements for the year ended 31 December 2020.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with Scotty's Little Soldiers' (The "CIO") governing document, the Charities Act 2011 and the 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 (FRS102) published on 16 July 2014.

Scotty's Little Soldiers is a Charitable Incorporated Organisation which was set up on 2<sup>nd</sup> December 2016. The original 'Scotty's Little Soldiers (The "Charity" 1136854) was established in 2010 as an unincorporated charity. Following guidance from the Charity Commission the CIO was established and became the sole trustee of the Charity on 27<sup>th</sup> November 2018. The charitable activities will be fully transferred to the CIO and the Charity will be dissolved once all existing lease agreements established by the Charity have expired. This was agreed as the preferred course of action due to the cost and logistical complications of transferring existing leases. This process is expected to be finalised in 2021.

#### **Objectives and activities**

The charity's objects are to provide relief from the effects of bereavement to young people who have suffered the loss of a parent who served with the Armed Forces of the Crown.

#### **Our Promises:**

We want every bereaved Forces child to have:

1. Access to the very best emotional well-being support.
2. Outstanding development opportunities.
3. The chance to smile again.

# SCOTTY'S LITTLE SOLDIERS

## TRUSTEE REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2020

---

#### Review of charitable activities and achievements for the public benefit

Review of charitable activities and achievements for the public benefit

*Relief is delivered through our four Family Programmes:*

Smiles – fun and engagement.

Support – emotional health & well-being.

Strides – education and development.

Springboard – young adults (18-25).

***Each Programme has four guiding principles around which it's activities are focused:***

#### **Smiles:**

- Creating a trusted and supportive community for bereaved Forces children and young people.
- Building support networks and developing friendships.
- Regular engagement throughout the year with fun and exciting opportunities.
- Encouraging bereaved Forces children and young people to smile again.

#### **Support:**

- Resources and information to support bereaved Forces children and young people.
- Guidance for parents and carers to help them support their child from the effects of bereavement.
- Individual bereavement support and referral on to specialised services.
- Bereavement based activities and events to help bereaved Forces children and young people cope with their bereavement and remember their parent.

#### **Strides:**

- Reducing any barriers and disadvantages faced by bereaved Forces children and young people.
- Promoting a positive attitude to education and learning and providing opportunities to develop life skills
- Encouraging bereaved Forces children and young people to develop resilience and thrive.
- Providing opportunities for bereaved Forces children and young people to achieve, succeed and celebrate successes.

#### **Springboard:**

- To provide young adults with opportunities to develop their education and learning, career, volunteering and life skills.
- To encourage, promote and celebrate young adult's achievements.
- Reducing any barriers and disadvantages faced due to their bereavement.
- Providing networking opportunities and help to build connections and friendships.

During 2020 the charity helped 452 bereaved children and young people.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Charity should undertake.

# SCOTTY'S LITTLE SOLDIERS

## TRUSTEE REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 DECEMBER 2020**

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### Financial review

#### Review of the financial position of the Group and reserves policy

##### *The Charity*

The Trustees are pleased to report that financially the organisation is in good health and ended what was a challenging year for all charities with a surplus of £97,471. COVID19 presented huge challenges and uncertainty for the third sector and a combination of cost reduction, primarily through the cancellation of in-person support events and activities, and phenomenal support from the public, corporate partners and grant funders, meant the charity closed the year in a strong position despite forecasting a potential deficit at the mid-year point. The charity managed to grow its income during 2020 to £857,076 (from £758,311 in 2019) whilst containing planned increases in costs to £759,605 (from £751,459). Costs are expected to rise significantly in 2021 both to meet a large growth in demand for the charity's services and to accommodate the return of face-to-face events. It is therefore imperative that the charity continues its current growth trajectory to meet this.

##### **Reserves Policy**

The Trustee Board have agreed a Reserves policy in line with the organisation objectives that all reserves shall be applied solely towards promotion of the object of the charity. In the event of dissolution of the charity the reserves would be first used for severance payments and winding up costs. The constitution states that any surplus must be either used directly for the objects of the charity, be transferred to another charity with like objects or in any other manner approved by the Charity Commission.

Following several years of operating with around 4 months of operating expenses it has been the aim of the charity to increase its cash reserves to between 6 and 9 months of operational costs. The present level of reserves held is £985,004 (2019 £887,533) which includes £466,979 (2019 £491,264) of tangible assets and £409,034 (2019 £274,528) in cash reserves available to use.

£918,244 (2019 £827,127) of the reserves held are categorised as unrestricted funds, £66,760 (2019 £60,406) are categorised as restricted funds.

##### **Trading subsidiary**

The Trustees continue to value the Trading company for commercial activities handled on behalf of the Charity. Brands such as the Fear Naught range have shown there is a large opportunity for future growth and these product ranges provide an additional way to engage with supporters. The operations of the Charity always take priority but the Trustees are committed to the long term income potential of the Trading company

##### **Principal sources of income and how expenditure meets objectives**

As mass participation fundraising events were largely unable to take place during 2020, including our own annual charity ball, because of the global pandemic, public fundraising declined year on year. The availability of emergency COVID19 related grants, support of existing corporate partners and the innovation of virtual public fundraising opportunities filled the void left by traditional forms of fundraising.

The charity's previous decision to focus more on grant opportunities helped to reduce the risk associated with a potential over reliance on public fundraising events. The creation of a new regular donation programme, called Overwatch, and the further development of the charity's merchandise are further examples of our commitment to diversifying our income streams.

The charity also benefited from its first ever legacy donation of £30,000.

# SCOTTY'S LITTLE SOLDIERS

## TRUSTEE REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 DECEMBER 2020**

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### **Risk Management**

The Trustees has assessed the major risks to which the Charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

The Trustees have a risk management review which comprises

- a continuing review of the risks the Charity may face;
- the establishment of systems and procedures to mitigate those identified risks and
- the implementation of procedures designed to minimise the potential impact on the Charity should those risks materialise.

### **Plans for the future**

A full-service delivery review will take place at the beginning of 2021 following the recruitment of a highly experienced Families Team Project Manager. Several factors had previously limited the charity's desire to provide direct one-to-one support to young people, rather than refer into external organisations, but during 2020 changes to the external landscape has prompted a review of this decision. These factors included the ending of charity Winston's Wish's bespoke military bereavement support (resulting in no dedicated military related one-to-one bereavement support available to young people), wide variations in the quality of civilian support available depending on geographic locations, the development of the charity's internal expertise, and the take up of remote video calls allowing for direct support to be provided nationally from our Norfolk based HQ.

The service review will include retrospectively assessing all existing activities and ensuring each one has clear and measurable outcomes and fits within the charity's service framework.

### **Structure, governance and management**

#### **Governing Document**

The CIO is governed by its Constitution dated 02 December 2016. It was registered as a charity with the Charity Commission on 02 December 2016.

The Charity is governed by its Constitution dated 17 April 2010. It was registered as a charity with the Charity Commission on 13 July 2010.

#### **Trustees**

The Trustees who served during the year were:

##### *CIO*

Mr S Ward  
Mr L Priestley  
Mrs M Harris  
Mr S Millar  
Mr J Worth

##### *Charity*

Scotty's Little Soldiers (CIO)

# SCOTTY'S LITTLE SOLDIERS

## TRUSTEE REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2020

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The senior official to whom the day to day management of the CIO and Charity is delegated by the CIO Trustees is Stuart Robinson and co founder Nikki Scott.

#### Appointment of new Trustees

The CIO has a formal Trustee Recruitment policy and process. New Trustees positions can be advertised by the CIO or nominations from the management team and the existing Trustees can be put forward. Those nominated and appointed are elected at the first AGM following appointment.

The CIO plans to add further Trustees over the next 2 years to fill gaps in the boards current skill set.

#### Organisation

The Charity is administered by a committee containing no less than 3 Trustees of the CIO. This committee meets 4 times per year.

To facilitate effective operations the Chief Executive Officer has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance and employment. The CEO reports frequently to the Trustees, usually on a monthly basis via written reports and conference calls.

#### Related parties

As a Charity originally founded by family members and close friends the Trustees of Scotty's Little Soldiers have, in association with the Charity Commission, created a 'Conflicts of Interest Policy' which ensures any potential conflicts of interest are highlighted and transparent.

- Mrs Nikki Scott, Mr John Robinson and Mr Stuart Robinson are listed as Directors of the Limited Trading Company Scotty's Little Soldiers Trading Ltd. This company was created to sell merchandise on behalf of the Charity, the profits from which are all donated to the Charity. No dividends or salaries are taken from the Limited Company. The CIO was confirmed by Companies House as the relevant legal entity with significant control of Scotty's Little Soldiers Trading Ltd on 11/01/2019.

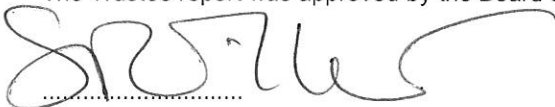
#### Auditor

In accordance with the CIO's governing document, a resolution proposing that Mapus-Smith & Lemmon LLP be reappointed as auditor of the CIO will be put at a General Meeting.

#### Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Trustee report was approved by the Board of Trustees.



SIMON MILLAR – CHAIRMAN

Dated: 23-10-21

# **SCOTTY'S LITTLE SOLDIERS**

## **STATEMENT OF TRUSTEE RESPONSIBILITIES**

### ***FOR THE YEAR ENDED 31 DECEMBER 2020***

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The Trustees are responsible for preparing the Trustee Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the CIO and of the incoming resources and application of resources of the CIO for that year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the CIO and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the CIO and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# SCOTTYS LITTLE SOLDIERS

## INDEPENDENT AUDITOR'S REPORT

### TO THE TRUSTEES OF SCOTTYS LITTLE SOLDIERS

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#### **Opinion**

We have audited the consolidated financial statements of Scotty's Little Soldiers (the 'CIO') and its subsidiaries (the "Group") for the year ended 31 December 2020 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and the parent CIO's affairs as at 31 December 2020 and of the Group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustee use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

#### **Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

# SCOTTY'S LITTLE SOLDIERS

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE TRUSTEES OF SCOTTYS LITTLE SOLDIERS

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#### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of Trustees**

As explained more fully in the statement of Trustee responsibilities, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the CIO Charity's and Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

#### **The extent to which the audit was considered capable of detecting irregularities including fraud**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with trustees and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Group, including the Charities Act 2011, taxation legislation, and employment legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

# SCOTTY'S LITTLE SOLDIERS

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE TRUSTEES OF SCOTTYS LITTLE SOLDIERS

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We assessed the susceptibility of the Group's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journals to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

#### **Other matter**

Your attention is drawn to the fact that the Group has prepared financial statements in accordance with "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)" (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2016.

# SCOTTY'S LITTLE SOLDIERS

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE TRUSTEES OF SCOTTYS LITTLE SOLDIERS

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#### Use of our report

This report is made solely to the CIO's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the CIO's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the CIO and the CIO's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



**Sharon Edwards (Senior Statutory Auditor)**

for and on behalf of Mapus-Smith & Lemmon LLP

28/10/2021

#### Chartered Accountants

#### Statutory Auditor

48 King Street  
King's Lynn  
Norfolk  
PE30 1HE

Mapus-Smith & Lemmon LLP is eligible for appointment as auditor of the CIO by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006

# SCOTTY'S LITTLE SOLDIERS

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2020

		Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £	As restated Total 2019 £
	Notes				
<b>Income from:</b>					
Restricted donation income	2	592,260	253,956	846,216	742,440
Commercial trading operation		45,921	-	45,921	110,255
<b>Total income received</b>		<u>638,181</u>	<u>253,956</u>	<u>892,137</u>	<u>852,695</u>
<b>Expenditure on:</b>					
Raising funds	3	230,040	-	230,040	239,792
Charitable activities	4	329,580	247,602	577,182	612,219
Taxation	7	(660)	-	(660)	725
<b>Total resources expended</b>		<u>558,960</u>	<u>247,602</u>	<u>806,562</u>	<u>852,736</u>
<b>Net (expenditure)/income for the year/ Net movement in funds</b>		79,221	6,354	85,575	(41)
Fund balances at 1 January 2020		<u>842,043</u>	<u>60,406</u>	<u>902,449</u>	<u>902,490</u>
<b>Fund balances at 31 December 2020</b>		<u><u>921,264</u></u>	<u><u>66,760</u></u>	<u><u>988,024</u></u>	<u><u>902,449</u></u>

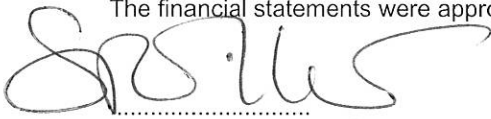
The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

**SCOTTY'S LITTLE SOLDIERS**  
**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 DECEMBER 2020**

		As restated		CIO	CIO
	Notes	Group 2020 £	Group 2019 £	2020 £	2019 £
<b>Fixed assets</b>					
Tangible assets	10	470,063	493,019	-	-
Investments	11	-	-	3	3
		<u>470,063</u>	<u>493,019</u>	<u>3</u>	<u>3</u>
<b>Current assets:</b>					
Stocks	13	83,440	92,183	-	-
Debtors	14	62,245	65,453	-	-
Cash at bank and in hand		419,064	294,737	-	-
		<u>564,749</u>	<u>452,373</u>	<u>-</u>	<u>-</u>
<b>Creditors: amounts falling due within one year</b>	15	(46,171)	(42,592)	-	-
<b>Net current assets</b>		<u>988,641</u>	<u>409,781</u>	<u>-</u>	<u>-</u>
<b>Provisions for liabilities</b>	16	(617)	(351)	-	-
<b>Total assets less current liabilities</b>		<u>988,024</u>	<u>902,449</u>	<u>3</u>	<u>3</u>
<b>Income funds</b>					
Restricted funds	17	66,760	60,406	-	-
Unrestricted funds		921,264	842,043	3	3
		<u>988,024</u>	<u>902,449</u>	<u>3</u>	<u>3</u>

The financial statements were approved by the Trustees on 23/10/2021



SIMON MILLAR  
Chairman



JASON WORTHY  
Trustee

**SCOTTY'S LITTLE SOLDIERS**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

	Notes	2020 £	£	2019 £	£
<b>Cash flows from operating activities</b>					
Cash generated from/(absorbed by) operations	24		130,890		63,318
Income taxes paid			(785)		(593)
<b>Investing activities</b>					
Purchase of tangible fixed assets		(5,778)		(6,325)	
Cash introduced on acquisitions		-		-	
<b>Net cash used in investing activities</b>			(5,778)		(6,325)
<b>Net cash used in financing activities</b>			-		-
<b>Net increase/(decrease) in cash and cash equivalents</b>			124,327		56,400
Cash and cash equivalents at beginning of year			294,737		238,337
<b>Cash and cash equivalents at end of year</b>			419,064		294,737

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 DECEMBER 2020

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#### 1 Accounting policies

##### Charity information

Scotty's Little Soldiers is a charitable incorporated organisation (CIO). The principle office for the CIO and its two subsidiaries is 21 Bergen Way, North Lynn Industrial Estate, King's Lynn, Norfolk, PE30 2JG.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the CIO's governing document, the Charities Act 2011 and "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)" (as amended for accounting periods commencing from 1 January 2016). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the Group. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Basis of accounting and consolidation

These financial statements consolidate the results of the CIO, its unincorporated charitable subsidiary Scotty's Little Soldiers (charity number 1136854) and its trading subsidiary Scotty's Little Soldiers Trading Limited (company number 07667490). The trading subsidiary is a private company limited shares, registered in England and Wales.

A separate statement of financial activities is not presented for the CIO itself following the exemptions available under the Charities SORP.

#### 1.3 Going concern

The trustees consider that there are no material uncertainties about the Group's ability to continue as a going concern.

At the time of approving the financial statements, the trustees have a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The COVID-19 pandemic does not appear to have affected the finances of the Group to such a degree that going concern is an issue.

#### 1.4 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

The Charity has a restricted income fund to account for situations where a donor or grant provider requires that a donation or grant must be spent on a particular purpose or where funds have been raised for a particular purpose. All other funds are unrestricted income funds.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the Charity.

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2020

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#### 1 Accounting policies

##### 1.5 Incoming resources

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Assets for distribution are recognised only when distributed. Assets given for use by the Charity are recognised when receivable. Stocks of undistributed donated goods are not valued for balance sheet purposes.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Grant income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

##### *Scotty's Little Soldiers Trading Limited*

Turnover represents amounts receivable for goods and services. Turnover also includes amounts received from fund raising events. Amounts receivable from, goods are recognised at despatch of the goods and amounts generated from fund raising events are recognised at the date received.

##### 1.6 Resources expended

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being unavoidable.

- Costs of generating funds are those costs incurred in trading activities that raise funds.
- Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with the constitutional and statutory requirements.

Costs for charitable activities are recognised when the liability is incurred.

##### 1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

##### Capitalisation of fixed assets

Tangible fixed assets are capitalised at original cost of acquisition. Donated tangible fixed assets which do not have a cost to the Charity are capitalised at their current value at the date of donation.

Lodges	4% straight line basis.
Lodge and office equipment	25% straight line basis
Computers	25% reducing balance basis
Motor vehicles	25% reducing balance basis

##### *Scotty's Little Soldiers Trading Limited*

Fixtures and fittings	15% reducing balance basis
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

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# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2020

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#### 1 Accounting policies

##### 1.8 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

##### 1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

##### 1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

##### 1.11 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2020

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#### 1 Accounting policies

##### 1.11 Financial instruments cont:

###### ***Derecognition of financial liabilities***

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

##### 1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

##### 1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

##### 1.14 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

##### 1.15 Taxation

###### *Scotty's Little Soldiers Trading Limited*

The tax expense represents the sum of the tax currently payable and deferred tax.

###### ***Current tax***

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

###### ***Deferred tax***

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the profit and loss account, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset when the company has a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

### 2 Restricted donation income

	Unrestricted funds	Restricted funds	Total	Total
	2020	2020	2020	2019
	£	£	£	£
Donations and gifts	557,260	50,000	607,260	560,180
Other general grants	35,000	203,956	238,956	182,260
	<u>592,260</u>	<u>253,956</u>	<u>846,216</u>	<u>742,440</u>
<b>For the year ended 31 December 2019</b>	<u>560,180</u>	<u>182,260</u>		<u>742,440</u>

### 3 Raising funds

	Unrestricted funds	Total
	2020	2019
	£	£
<u>Fundraising and publicity</u>		
Seeking donations, grants and legacies	51,963	62,470
Team costs	65,954	35,701
Support costs	64,506	41,070
	<u>182,423</u>	<u>139,241</u>
Fundraising and publicity		
Commercial trading operation	47,617	90,551
Commercial trading operation – restated	-	10,000
	<u>230,040</u>	<u>239,792</u>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

### 4 Charitable activities

	Smiles Programme	Strides Programme	Spring Board Programme	Support Programme	Family Programme Activities	Total 2020	Total 2019
	2020	2020	2020	2020	2020		
	£	£	£	£	£	£	£
Team costs	13,767	9,047	7,182	36,199	82,494	148,689	-
Members gifts	53,109	-	-	-	-	53,109	56,558
Member Christmas Event	19,080	-	-	-	-	19,080	55,250
Scotty Breaks	62,422	-	-	-	-	62,422	42,636
Member travel and subsistence	-	-	-	-	-	-	7,959
Scotty Lodge Running Costs	49,530	-	-	-	-	49,530	66,264
Member Costs - IT, Office and Advertising	-	-	-	-	7,882	7,882	22,817
Member Costs - Support	-	-	-	5,992	-	5,992	4,771
Member Costs - Other	3,037	-	-	-	698	3,735	283
Family Communications	-	-	-	-	7,571	7,571	49,000
Springboard Communications	-	-	394	-	-	394	-
Smiles Communications	-	809	-	-	-	809	-
	<u>200,945</u>	<u>9,856</u>	<u>7,576</u>	<u>42,191</u>	<u>98,645</u>	<u>359,213</u>	<u>305,538</u>
Grant funding of activities (see note 5)	-	26,190	-	-	-	26,190	29,938
Share of support costs (see note 6)	28,189	-	-	-	150,474	178,663	266,027
Share of governance costs (see note 6)	-	-	-	-	13,116	13,116	10,716
	<u>229,134</u>	<u>36,046</u>	<u>7,576</u>	<u>42,191</u>	<u>262,235</u>	<u>577,182</u>	<u>612,219</u>
<b>Analysis by fund</b>							
Unrestricted funds	140,737	26,631	5,857	4,322	152,033	329,580	466,002
Restricted funds	88,397	9,415	1,719	37,869	110,202	247,602	146,217
	<u>229,134</u>	<u>36,046</u>	<u>7,576</u>	<u>42,191</u>	<u>262,235</u>	<u>577,182</u>	<u>612,219</u>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2020

#### 4 Charitable activities (continued)

For the year ended 31 December 2019

	Smiles Programme	Strides Programme	Support Programme	Family Programme Activities	Total 2019
	£	£	£	£	£
Members gifts	56,558	-	-	-	56,558
Member Christmas Event	55,250	-	-	-	55,250
Scotty Breaks	42,636	-	-	-	42,636
Member travel and subsistence	7,959	-	-	-	7,959
Scotty Lodge Running Costs	66,264	-	-	-	66,264
Member Costs - IT, Office and Advertising	-	-	-	22,817	22,817
Member Costs - Support	-	-	4,771	-	4,771
Member Costs - Other	283	-	-	-	283
Family Communications	-	-	-	49,000	49,000
	<u>228,950</u>	<u>-</u>	<u>4,771</u>	<u>71,817</u>	<u>305,538</u>
Grant funding of activities (see note 5)	-	29,938	-	-	29,938
Share of support costs (see note 6)	30,021	-	-	236,006	266,027
Share of governance costs (see note 6)	-	-	-	10,716	10,716
	<u>258,971</u>	<u>29,938</u>	<u>4,771</u>	<u>318,539</u>	<u>612,219</u>
<b>Analysis by fund</b>					
Unrestricted funds	208,481	29,938	827	226,756	466,002
Restricted funds	50,490	-	3,944	91,783	146,217
	<u>258,971</u>	<u>29,938</u>	<u>4,771</u>	<u>318,539</u>	<u>612,219</u>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2020

#### 5 Grants payable

	2020 £	2019 £
Grants to individuals:		
Members allowances	11,779	15,388
Members grants	14,411	14,550
	<u>26,190</u>	<u>29,938</u>

#### 6 Support costs

	Support costs £	Governance costs £	2020 £	2019 £
Team costs	132,828	-	132,828	187,225
Depreciation	28,189	-	28,189	30,020
Other office costs	36,252	-	36,252	34,745
Premises expenses	609	-	609	5,465
Marketing	41,090	-	41,090	41,070
Insurance	-	-	-	533
Legal and professional fees	-	-	-	5,659
Subscriptions	3,113	-	3,113	1,044
Bank charges	712	-	712	440
Training and other costs	376	-	376	896
Accountancy	-	13,116	13,116	10,716
	<u>243,169</u>	<u>13,116</u>	<u>256,285</u>	<u>317,813</u>
Analysed between				
Fundraising	64,506	-	64,506	41,070
Charitable activities	178,663	13,116	191,779	276,743
	<u>243,169</u>	<u>13,116</u>	<u>256,285</u>	<u>317,813</u>

Governance costs includes payments to the auditors of £8,500 (2019- £7,500) for audit fees, and £4,616 (2019 - £3,216) for non-audit fees.

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2020

#### 7 Taxation

	Group 2020 £	Group 2019 £	CIO 2020 £	CIO 2019 £
UK Corporation tax charge on profit for the year	(926)	785	-	-
Origination and reversal of timing differences	266	(60)	-	-
	<u>(660)</u>	<u>725</u>	<u>-</u>	<u>-</u>

#### 8 Trustees

None of the trustees of the CIO or group (or any persons connected with them) other than set out below received any remuneration during the year.

During the year, the following expenses were paid to the following trustees or those closely connected to trustees:

\*Simon Millar - training courses £339 (2019 - NIL)

\* - Simon Millar is a trustee of the CIO parent entity. The arrangement with Simon Millar was agreed by all the trustees of the CIO and approved in a trustees meeting, along Stuart Robinson as CEO via reference to the charity's governing documents.

#### 9 Employees

##### Number of employees

The average monthly number of employees during the year was:

	2020 Number	2019 Number
	<u>12</u>	<u>9</u>

Employment costs	2020 £	2019 £
Wages and salaries	314,943	200,238
Social security costs	25,665	14,940
Other pension costs	6,863	7,748
	<u>347,471</u>	<u>222,926</u>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2020

#### 9 Employees (continued)

The key management personnel of Scotty's Little Soldiers comprise the Trustees and the Executive Team. The total remuneration including benefits in kind, employers pension contributions, employers National Insurance contributions and termination payments paid to and on behalf of the Executive Team amounted to £102,617 (2019: £96,308).

The number of employees whose annual remuneration was £60,000 or more were:

	<b>2020</b>	<b>2019</b>
	<b>Number</b>	<b>Number</b>
£60,001 - £70,000	<u>1</u>	<u>1</u>

#### 10 Tangible fixed assets GROUP

	<b>Lodges</b>	<b>Equipment, fixtures &amp; fittings</b>	<b>Computers</b>	<b>Motor vehicles</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>					
At 1 January 2020	620,352	17,342	7,866	9,825	655,385
Additions	-	1,874	3,904	-	5,778
Disposals	-	-	-	-	-
	<u>620,352</u>	<u>19,216</u>	<u>11,770</u>	<u>9,825</u>	<u>661,163</u>
At 31 December 2020	620,352	19,216	11,770	9,825	661,163
<b>Depreciation and impairment</b>					
At 1 January 2020	138,084	15,389	3,213	5,680	162,366
Depreciation charged in the period	24,815	744	2,139	1,036	28,734
Eliminated on disposals	-	-	-	-	-
	<u>162,899</u>	<u>16,133</u>	<u>5,352</u>	<u>6,716</u>	<u>191,100</u>
At 31 December 2020	162,899	16,133	5,352	6,716	191,100
<b>Carrying amount</b>					
At 31 December 2020	<u>457,453</u>	<u>3,083</u>	<u>6,418</u>	<u>3,109</u>	<u>470,063</u>
At 31 December 2019	<u>482,268</u>	<u>1,953</u>	<u>4,653</u>	<u>4,145</u>	<u>493,019</u>

The CIO did not hold any tangible fixed assets as at 31 December 2020.

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2020

<b>11</b>	<b>Fixed asset investments</b>	<b>2020</b>	<b>2019</b>
		<b>£</b>	<b>£</b>
	Investments in trading subsidiaries	3	3

#### Movements in fixed asset investments

			Shares
			£
<b>Cost or valuation</b>			
As at 1 January 2020			3
At 31 December 2020			3
<b>Carrying amount</b>			
At 31 December 2020			3
At 31 December 2020			3

Details of the group's subsidiaries at 31 December 2020 are as follows:

Name of undertaking	Country of incorporation or residency	Nature of business	Class of shareholding	% Held	
				Direct	Indirect
Scotty's Little Soldiers Trading Limited	United Kingdom	Trading company	Ordinary	100.00	-
Scotty's Little Soldiers	United Kingdom	Unincorporated charity	N/A		

A summary of the subsidiaries performance and assets is shown below:

	Trading 2020 £	Charity 2020 £	Trading 2019 £	Charity 2019 £
Income	45,921	857,076	110,255	758,311
Expenditure	(57,817)	(759,605)	(107,147)	(751,459)
Restatement – See note 23	-	-	(10,000)	-
Surplus/(deficit)	(11,896)	97,471	(6,892)	6,852
Net assets	3,021	985,004	14,917	887,533

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2020

<b>12</b>	<b>Financial instruments</b>			<b>2020</b>	<b>2019</b>
				£	£
	<b>GROUP</b>				
	<b>Carrying amount of financial assets</b>				
	Debt instruments measured at amortised cost			423,354	312,386
				<u>          </u>	<u>          </u>
	<b>Carrying amount of financial liabilities</b>				
	Measured at amortised cost			46,171	41,665
				<u>          </u>	<u>          </u>
	<b>CIO</b>				
	<b>Carrying amount of financial assets</b>				
	Debt instruments measured at amortised cost			-	-
	Equity instruments measured at cost less impairment			3	3
				<u>          </u>	<u>          </u>
	<b>Carrying amount of financial liabilities</b>				
	Measured at amortised cost			-	-
				<u>          </u>	<u>          </u>
<b>13</b>	<b>Stocks</b>				
		<b>Group</b>	<b>Group</b>	<b>CIO</b>	<b>CIO</b>
		<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	Finished goods and goods for resale	83,440	92,183	-	-
		<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
		83,440	92,183	-	-
		<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>14</b>	<b>Debtors</b>				
		<b>Group</b>	<b>Group</b>	<b>CIO</b>	<b>CIO</b>
		<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
		£	£	£	£
	<b>Amounts falling due within one year:</b>				
	Trade debtors	8,923	19,458	-	-
	Other debtors	4,864	500	-	-
	Prepayments and accrued income	48,458	45,495	-	-
		<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
		62,245	65,453	-	-
		<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>15</b>	<b>Creditors: amounts falling due within one year</b>				
		<b>Group</b>	<b>Group</b>	<b>CIO</b>	<b>CIO</b>
		<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
		£	£	£	£
	Trade creditors	9,175	21,172	-	-
	Corporation Tax	-	926	-	-
	Other creditors	10,751	7,340	-	-
	Accruals and deferred income	26,245	13,154	-	-
		<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
		46,171	42,592	-	-
		<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

*FOR THE YEAR ENDED 31 DECEMBER 2020*

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### 16 Provisions for liabilities

	Group 2020 £	Group 2019 £	CIO 2020 £	CIO 2019 £
Deferred taxation	617	351	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
	617	351	-	-
	<hr/>	<hr/>	<hr/>	<hr/>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2020

#### 17 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			Balance at 31 December 2020 £
	Balance at 1 January 2019 £	Incoming resources £	Resources expended £	Balance at 1 January 2020 £	Incoming resources £	Resources expended £	
Royal British Legion	3,900	-	(3,900)	-	-	-	-
Veterans Foundation	10,000	20,000	(20,000)	10,000	77,658	(77,658)	10,000
The Oakland Raiders	5,742	-	(5,742)	-	-	-	-
Lest we forget Association	2,800	14,960	(17,760)	-	20,450	(20,450)	-
Donation - pledged restricted	1,921	-	(1,921)	-	-	-	-
Annington Homes	-	50,000	(19,594)	30,406	50,000	(54,146)	26,260
Tesco Groundworks	-	49,000	(49,000)	-	7,000	(7,000)	-
ABF - Armys National Charity	-	10,000	(10,000)	-	-	-	-
The MacRobert Trust	-	10,000	(10,000)	-	-	-	-
Lloyds Patriotic Fund	-	10,000	-	10,000	-	-	10,000
Royal Air Force Benevolent Fund	-	3,300	(3,300)	-	6,000	(500)	5,500
Royal Navy and Marines Charity	-	5,000	(5,000)	-	15,000	(10,000)	5,000
The Big Salute	-	10,000	-	10,000	-	-	10,000
National Lottery Community	-	-	-	-	9,250	(9,250)	-
Intelligent Corps Association	-	-	-	-	598	(598)	-
Local Community Foundation Grants	-	-	-	-	8,000	(8,000)	-
Armed Forces Covenant	-	-	-	-	60,000	(60,000)	-
	<u>24,363</u>	<u>182,260</u>	<u>(146,217)</u>	<u>60,406</u>	<u>253,956</u>	<u>(247,602)</u>	<u>66,760</u>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2020

#### 17 Restricted funds cont.

Veterans Foundation: This funding is being used to fund our Family Programmes.

Lest We Forget: This funding was used as part of our Smiles Programme.

Annington Homes: This funding is being used for our Support Programme.

Tesco Groundworks: This funding was to provide for support costs from Tesco's initiatives for various charitable projects. It has been used as part of our Family Programmes.

The Lloyds Patriotic Fund: This is funding for a Therapeutic Retreat Project to be spent by its members in future years.

Royal Air Force Benevolent Fund: This is funding in respect to RAF members and to assist with the operating costs of the various programmes.

Royal Navy & Royal Marines Charity: This is funding in respect to Royal Navy and Royal Marine members and to assist with the operating costs of the various programmes.

The Big Salute: This funding is being used to fund our Family Programmes.

National Lottery Community: This was funding granted for supporting mental health and wellbeing of at risk bereaved forces members.

Intelligent Corps Association: This is funding used to secure a laptop for a son of a former military fallen individual who served in the Intelligent Corps.

Local Community Foundation Grants: This was funding granted to support bereaved children in local constituencies during Lockdown.

Armed Forces Covenant: This was funding granted to assist members with operating costs affected during the Covid-19 pandemic.

#### 18 Analysis of net assets between funds

	Unrestricted 2020 £	Restricted 2020 £	Total 2020 £	Total 2019 £
Fund balances at 31 December 2020 are represented by:				
Tangible assets	468,435	1,628	470,063	493,019
Current assets/(liabilities)	452,829	65,132	517,961	409,430
	<u>921,264</u>	<u>66,760</u>	<u>988,024</u>	<u>902,449</u>

#### 19 Operating lease commitments

At the reporting end date, the Group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2020 £	2019 £
Within one year	7,078	20,540
Between two and five years		6,030
	<u>7,078</u>	<u>26,570</u>

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2020

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#### 20 Related party transactions

Scotty Little Soldiers Trading Limited paid for expenses on behalf of Scotty's Little Soldiers (Charity) totalling £3,014 during the period ended 31 December 2020 (2019 - £5,871). These expenses mainly related to office running costs for the charity's operations and have been treated as a donation to the charity by Scotty's Little Soldiers Trading Limited.

Scotty Little Soldiers Trading Limited also organised some charitable events on behalf of Scotty's Little Soldiers totalling £7,846. The proceeds from these were directly paid as a charitable donation to Scotty's Little Soldiers.

As at 31 December 2020, Scotty's Little Soldiers Trading Limited owed Scotty's Little Soldiers £37,173 (2019-£37,173) in respect of a loan provided for the purchase of merchandise.

21 Capital commitments	2020	2019
	£	£
At 31 December 2020 the Charity had capital commitments as follows:		
Contracted for but not provided in the financial statements:		
Acquisition of property, plant and equipment	11,988	-

The charity had entered into a commitment to pay the remaining 50% of Salesforce website and bespoke software installation costs, upon completion of the project.

#### 22 Thank you

We would like to take this opportunity to thank the people and organisations who make our vital work possible by generously giving their time and money.

Particular thanks goes to our partners and people who have made significant contributions throughout the year:

Estate - Ernst Tuck Deceased  
City Veterans Network  
Yorkshire Indian Society  
Piers Morgan - Who wants to be a Millionaire  
Veterans Foundation  
Lest We Forget Association  
National Lottery Community  
Tesco Groundwork Scheme  
Royal Navy and Royal Marines Charity  
Intelligent Corps Association  
Lloyds Patriotic Fund  
Annington Trust

# SCOTTY'S LITTLE SOLDIERS

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2020

#### 23 Prior period adjustment

##### Reconciliation of changes in reserves

	1 January 2019 £	31 December 2019 £
<b>Adjustments to prior year</b>		
Adjustment for stock overstated as at 31 December 2019	-	(10,000)
Reserves as previously reported	902,490	912,449
Reserves as adjusted	<u>902,490</u>	<u>902,449</u>

##### Analysis of the effect upon reserves

Statement of Financial Activities	-	(10,000)
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##### Reconciliation of changes in surplus/(deficit) for the previous financial period

	2019 £
<b>Adjustments to prior year</b>	
Adjustment for stock overstated as at 31 December 2019 in trading subsidiary	(10,000)
Surplus as previously reported	9,959
Deficit as adjusted	<u>(41)</u>

#### 24 Cash generated from operations

	2020 £	2019 £
Surplus for the year	85,575	(41)
Adjustments for:		
Taxation (credited)	(660)	725
Depreciation and impairment of tangible fixed assets	28,734	30,696
Loss on disposal of tangible fixed assets	-	426
Movements in working capital:		
(Increase)/decrease in stock	8,743	2,773
(Increase) in debtors	3,994	(1,256)
Increase/(decrease) in creditors	4,504	29,995
<b>Cash generated from/(absorbed by) operations</b>	<u>130,890</u>	<u>63,318</u>