ASSOCIATION OF SERVICE DROP-IN CENTRES LTD

England & Wales · Charity number 1190952

Details

Other names	ASSOCIATION OF EX-SERVICE DROP IN CENTRES, ASDIC
Status	Registered
Legal form	Charitable company
Company number	12727846
Registered	2020-08-19
Register	View on the Charity Commission register

Contact

Address	Brydale Wellesley Close Crowborough TN6 1QP
Phone	07901206551
Email	tracy.bryant@asdic.org.uk
Website	www.asdic.org.uk

Activities

Objects: TO PROVIDE ASSISTANCE TO AND IMPROVE THE WELLBEING OF THE BENEFICIARIES (DEFINED BELOW) BY IMPROVING THE EFFICIENCY AND EFFECTIVENESS OF DROP-IN CENTRES FOR THE PUBLIC BENEFIT, INCLUDING BUT NOT LIMITED TO,1) PROMOTING CO-OPERATION BETWEEN DROP-IN CENTRES AND PROVIDING A NETWORK OF COMMUNICATION, TRAINING AND SUPPORT;2) ACTING AS A REPRESENTATIVE OF DROP-IN CENTRES WITH STATUTORY BODIES AND LOCAL AND CENTRAL GOVERNMENT AGENCIES; AND3) SETTING BEST PRACTICE IN SERVICE DELIVERY AND GOVERNANCE TO ENSURE SUSTAINABILITY AND RESILIENCE.THE 'BENEFICIARIES' ARE THOSE PERSONS WHO HAVE BEEN OR SHALL BE AT ANY TIME MEMBERS OF THE ARMED FORCES PERSONNEL, VETERANS, THEIR FAMILIES, CURRENT AND FORMER MEMBERS OF THE MERCHANT NAVY AND EMERGENCY SERVICES WITHIN THE UK

Activities: To assist Armed Forces veterans, current and former members of the Merchant Navy and emergency services within the United Kingdom by the provision and better management of Drop In Centres (DIs).

Classification

- **How:** Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Disability, The Prevention Or Relief Of Poverty, Armed Forces/emergency Service Efficiency

Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£293	£50,160	-	-
2024-07-31	£491,576	£485,289	-	-
2023-07-31	£269,144	£234,700	-	-
2022-07-31	£231,203	£211,850	-	-
2021-07-31	£143,209	£73,992	-	-

Trustees

Name	Role	Appointed
John Graham Jones	Chair	2023-01-17
Captain Malcolm John Darley Farrow OBE		2024-07-24
Lucy Louise Nield		2024-05-30
ROGER HUGH NIELD MBE		2020-07-08

Accounts

Charity number: 1190952
Company number: 12727846

ASSOCIATION OF SERVICE DROP-IN CENTRES LIMITED

ALSO KNOWN AS
ASDIC

FINANCIAL STATEMENTS

for the year ended

31 July 2024

CONTENTS

ASDIC (Association of Service Drop-in Centres Ltd)
YEAR ENDED 31 July 2024

LEGAL AND ADMINISTRATIVE INFORMATION

COMPANY NUMBER	12727846
REGISTERED CHARITY	1190952
TRUSTEES	Dr David Trotman (Chairman; resigned 16 Oct 2023) Mr Roger Nield MBE (Treasurer) Ms Annette Lindsay (resigned 7 March 2024) Ms Dorinda Wolfe Murray (Chairman from 16 Oct 23 to 21 May 2024) Mr John Graham Jones (Chairman from 22 May 2024) Mrs Lucy Nield (appointed 31 May 2024) Captain Malcolm Farrow OBE RN (appointed 24 July 2024)
CHIEF EXECUTIVE	Mrs Tracy Bryant
EXECUTIVE DIRECTOR	Cdre Barry Bryant CVO RN
DEVELOPMENT DIRECTOR	Mr Christopher Toulmin
REGISTERED OFFICE	Brydale Wellesley Close Crowborough England TN6 1QP
BANKERS	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
INDEPENDENT EXAMINER	Samantha Wells Lindeyer Francis Ferguson Limited Chartered Accountants North House 198 High Street Tonbridge Kent TN9 1BE
SOLICITORS	Pothecary Witham Weld 84 Eccleston Square London SW1V 1PX

ASDIC (Association of Service Drop-in Centres Ltd)
YEAR ENDED 31 July 2024

CHAIRMAN'S INTRODUCTION

Having stepped into the ASDIC Chairman's shoes less than three months before the end of this reporting period, I hope that my thoughts will also be advised by my own military career back to the Falklands Conflict in 1982, and my subsequent experience with the Drop-In community leading to my present role as CEO of Woody's Lodge in Wales – one of the early establishments which saw how effective largely volunteer efforts based on shared comradeship can be. I still feel very strongly that those who have truly 'been there' and shared the comradeships and hardships of front-line service, or have been touched by that Service life themselves, are uniquely placed to offer solace and understanding to their erstwhile comrades in need of support.

Sadly, I can only support my CEO's feelings on the detachment of much of the established military welfare sector and the similar gap in available financial support from government money. My own experience here at Woody's Lodge has taught me how hard one has to work to keep the bank balance in the black, and how often one has to rely on very local connections and support while national initiatives seem to throw large sums at glossy headline projects. Indeed, I become increasingly frustrated as to why so many grant offerings have to be singularly 'project' based, when what really needs support is the everyday, unsung routine work that keeps this vital show on the road.

I am a huge supporter of the ASDIC network, both in principle and from what I've seen at grassroots level. The sheer number of independent organisations that join us bears witness to the volume of need right across the United Kingdom and, while the nature of that support may differ in different regions and for different communities, this makes it all the more important that there is a single body such as ASDIC to support, connect and represent the totality of the movement. The sense of belonging and the knowledge that there is help and advice at hand is vital to many of our members – whilst similarly it is valuable for those that have greater maturity to share their experiences and best practice to the less established. There is no doubt that each and every one of our Centre leaders is committed to helping their comrades and wider family to the best of their ability.

That fact bears witness to the sterling labours of the small ASDIC team too, who, in the face of considerable financial adversity, have continued to produce a strong service to the membership and have several initiatives in train to secure not only their own sustainability but also improvements across all facets of the membership. I commend their efforts and much look forward to working with them during the next twelve months.

Graham

Graham Jones
Chairman of Trustees, ASDIC

CHIEF EXECUTIVE'S REPORT

Friends,

I write this foreword with slightly mixed feelings. I am incredibly proud of what our membership and their Centres have achieved during the course of this reporting period (Aug 23 – Jul 24); and the support ASDIC has contributed is reflected in our Impact Report from early 2024, which makes seriously impressive reading. A reflection of this considerable impact is reported on Page 7 and outlines the huge connectivity we've had with members and this continues as far as our resources will allow. I have to reiterate that there is no other linking that binds this vast nationwide network together and allows its collective voice to be heard at the higher levels.

At the same time, I and my small team are continually frustrated by the lack of understanding and support we see from the wider sector. We know that many of our most vulnerable are to be found within communities at the coalface of need, yet major amounts of money continue to go to the 'established' operators whilst ASDIC and its members face regular funding challenges. Wiser and more experienced heads than mine are increasingly making this very point via various media outlets, but the situation is only leading to an increasingly divided sector with considerable duplication of effort to deploy excess resources. It is our view that greater collaboration and mutual understanding from the top down would go a long way to improving overall effectiveness and allow resources to reach the need.

Nevertheless there is no doubt that our network continues to deliver much needed support regardless, and works above and beyond to help those in need. They know the individuals with whom they're dealing. They know the front-line traumas that these people have been through, and they know that only real-time care, understanding and face-to-face compassion and guidance are the answer. Human interaction will always be worth a hundred establishment-led bright ideas, and long may that continue – but financial support will always be needed.

Despite many challenges, though, I'm delighted to end this report with the good news that ASDIC is now back on a sure footing, delivering the services and practical support that our membership wants and deserves. We have a very small but deeply committed team, with a strategic plan for the future which we hope will secure our ongoing sustainability and much needed place in the tapestry of support across the landscape for veterans and their families.

It is my sincere hope that in twelve months' time I will be reflecting on even greater success in supporting the areas of delivery to the Armed Forces community where our help and support is most needed. In the meantime we'll continue to work in response to need to ensure the best possible outcomes for our needy and vulnerable beneficiaries.

Tracy

Tracy Bryant,
Chief Executive, ASDIC

The Trustees (who are also Directors of the Charity for the purposes of the Companies Act) present their report and financial statements of the charity for the year ended 31st July 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the Annual Report and Financial Statements of the charity. In doing so the Trustees have taken advantage in the exemption from providing a Strategic Report as the Company is defined as small.

Executive Summary

Mission Statement

ASDIC's original foundation Mission Statement asserted that:

ASDIC will work to maximise the sustainability, resilience, effectiveness and delivery of Drop-In Centres and improve liaison with Breakfast Clubs across the United Kingdom to ensure that all vulnerable veterans receive swift and empathetic support, and that their needs are appreciated at higher levels.

This simple statement largely holds good today. It gives us the flexibility and bandwidth to work flexibly but efficiently across the whole veterans' welfare sector and, having been democratically elected to Cobseo's Executive Committee in mid-2023, ASDIC looks forward to doing our utmost to bringing about a more equable approach to veterans' welfare and wellbeing in both the charitable and national sense.

However, while we have striven to do this without conflicting with the many established charities within the sector, we have been disappointed by the apparent unwillingness of many of the existing organisations to become too closely involved with innovative and more efficient procedures. The majority of the sector would seem to be rooted in tradition and their own closely guarded constituencies and have little interest in considering the needs of the wider veteran community – particularly the most vulnerable who often have little idea of where to seek help. We have made overtures to all those cross-sector, tri-Service charities who most closely reflect our own objectives, but with little response. ASDIC believes there is no doubt that a more collaborative approach both in funding and service delivery would provide a far more effective overall service, but there seems little prospect of this in the near future.

With regard to the above reference to Breakfast Clubs, this vibrant grouping continues to exist. These are not wholly dissimilar from the original Drop-In concept but tend to have greater emphasis on sociability and comradeship than making direct links with external welfare organisations. Clearly there is a place for both cadres within the overall veteran firmament and the two both have a part to play, but the objects of each should not be confused. A few locations run both functions successfully but are clear about split objectives and responsibilities.

Within our own structure, we intend to remain a very small and flexible core team. Each member has both specific and wider-ranging responsibilities but also a common understanding of aims, activities and progress, increasingly using social media and our bespoke online Community Hub to maintain contact and improve information and data flow with all associated parties. This integration and teamwork enables all staff to work across boundaries and cover for other members when required.

Development Activity

ASDIC operates both tactically and strategically across the whole of the UK. It's membership welcomes all veterans and serving members of the Armed Forces and their families, as well as veteran members of the Merchant Navy and the Emergency ('blue light') services, and they will triage any reasonable mental health, welfare and/or social need. These wide responsibilities reflect a unique and valuable position shared with only a few other organisations in the veterans' welfare sector, and complements the work of, inter alia, the Office of Veterans' Affairs (OVA), the Confederation of Service Charities (Cobseo), the Armed Forces Covenant Fund Trust (AFCT) and the Veterans Advisory and Pension Committees (VAPCs). Close relationships with these organisations are therefore vital for ASDIC in developing and contributing to the UK-wide picture of need from their experience of all issues at the coalface, and in theory this should be enhanced by ASDIC's position on the Cobseo Executive Committee. Some key themes from the 'Strategy for Veterans' (Nov 2018) paper formed the initial framework for ASDIC's work, and we are now using the 'Veterans' Strategy Action Plan 2022 - 2024 (pub. Jan 2022) as our primary policy guide. Indeed, we continue to concentrate on the Plan's three main areas:

1. ***Transforming Services for veterans. Improving services to make sure veterans and families have the support that they need.***

    - ASDIC champions the provision of local support, integrated in local communities, and delivered by local veterans and charities, in partnership with other agencies.

    - Our Centres' work is absolutely based around local communities and relationships, some of whom have no military connections but act in support of wider society. ASDIC aims to enhance collaboration between these local groups, using our Community Hub to share best practice, link networks and various points of contact to enable the needs of veterans to be met and optimise the shared potential.

2. ***Understanding our veteran community – use data and research to ensure policy across government is rooted in robust evidence.***

    - ASDIC gathers and collates data, manages surveys and commissions research on a routine basis, often from and with previously neglected veterans' areas. Results are forwarded to the Office for Veterans' Affairs (OVA), Cobseo and other authorities as requred to widen the appreciation of the 'small organisations' community and the social value of the work they carry out. However, there is still evidence of disparate approaches from some stakeholders to the wider strategic picture, and it is unfortunate that some charities seem unwilling to take a wider perspective.

3. ***Recognising our veterans' contribution to society. Fully recognising all veterans' contributions to society, including those who may not have historically felt their service was recognised, and challenging negative stereotypes.***

    - ASDIC advocates the provision of local support, fully integrated within local communities, and delivered by individual local veterans and charities. The inclusion of activity-based organisations within our membership has highlighted the extent of veteran-led groups within local communities.

- The Centres' work always promotes and values the role that Veterans play in the running of the centres themselves and all linked activities - they promote positive messages about the role of volunteering, the innate talents and abilities of former servicemen and women, and the aggregate value this plays in the support of local communities.

At the strategic level, ASDIC promotes regular liaison by supplying vital information on our membership and their operations to higher-level authorities. Levels of activity in this FY have remained reasonably constant, with some 40,000 physical and 35,000 virtual welfare interactions in one twelve-month period. We have maintained a good liaison with several established research organisations and strive to promote focused studies on the activities and impact of the smaller, community-based centres nationwide. This all helps to inform larger organisations of the value and volume of such groups.

Our previous aspiration to recruit volunteer regional coordinators did not succeed, and we therefore decided to disband this group and aspire to a more pro-active strategy using salaried full-time staff to carry out informal visits to all centres. In mid-2023 we were grateful for specific funding from the Utley Foundation for a 6-month travelling Regional Manager project to prove this concept and we recruited an extremely able and energetic individual who managed to visit the majority of Centres and members in the east of England within a six-month period. This gave us a hugely valuable picture of the problems and issues occurring on a day-to-day basis at the coalface, and it was with great regret that subsequent strategic funding problems led to this project having to be abandoned in early 2024.

ASDIC also strives to maintain informal but strong liaison at both the national and local levels with the wider matrix of any and all organisations which can offer assistance to veterans in need. These obviously include the large number of Armed Forces charities, small local community organisations, local authorities, NHS services, and other statutory bodies. For some of these, ASDIC membership will be appropriate and welcomed.

Objectives and Regional Activities

The objects of ASDIC as per the charity's governing document are as follows:

To provide assistance to and improve the wellbeing of the Beneficiaries (defined below) by improving the efficiency and effectiveness of Drop-In Centres for the public benefit, including but not limited to:

- promoting co-operation between Drop-Ins and promoting a network of communication, training and support;
- acting as a representative of Drop-Ins with statutory bodies and local and central government agencies; and
- setting best practice in service delivery and governance to ensure sustainability and resilience.

Beneficiaries are those persons who have been or shall be at any time members of the Armed Forces, veterans, their families, current and former veteran members of the merchant navy and emergency services in the UK. We strongly believe that this wide definition allows ASDIC to respond flexibly and rapidly to the swiftly developing spectrum of smaller organisations which have evolved, particularly during and since the pandemic, within local communities. In setting and advancing the objectives, the Trustees will always consider the Charity Commission's general guidance on public benefit.

Our Impact

We regard our direct beneficiaries as our members themselves, including their volunteers, many of whom have experienced physical or mental hardships during their Armed Forces careers – and who have expended huge energy, resources and time in setting up Drop-In locations for the wellbeing of their erstwhile colleagues. Our impact on them is one of overall support, mentoring and training while keeping an eye open for their own overall wellbeing. Personal burn-out is all too easy when surrounded by those in need on a daily basis. ASDIC's impact on our ultimate but indirect beneficiaries, those veterans most in need, is obviously delivered second-hand as we enable our many Centres and associated organisations to provide a better service on the front-line.

However, ASDIC believes that we are having an ever-increasing national and first-hand impact in providing vastly improving liaison between more nationally focused agencies in government (e.g. DWP), the Ministry of Defence, Cobseo and the OVA, and other welfare charities. Working with the Armed Forces Covenant Fund Trust as a Strategic Lead within the original VPPP programme until the end of 2023, we have been able to act as an interlocutor between a wide spectrum of local interest groups and the wider national picture. This contribution should be considerably enhanced by our election to the Cobseo Executive Committee. This all reflects ASDIC's unique ability to position itself as a small but agile and flexible unit, responding swiftly to inputs from all directions and effectively 'joining up the dots.' No other agency appears able or willing to fulfil this vital role.

Impact itself can be a somewhat subjective concept, with different aspects meaning more to some than others. Following the impressive groundwork undertaken by many in our membership and displayed at our Conferences in the past two years, ASDIC has always believed it would be of immense value if a more standardised and objective evaluation and reporting mechanism were introduced for our members. This would at least provide a more common assessment of the real monetary value of the huge volume of Social Prescription and tangible support that goes on within each individual organisation. ASDIC continues to consider research and development options for the introduction of such a system if funding can be found.

ASDIC has also long argued that seeking proper appreciation of the full impact of the smaller organisations, an external in-depth study is required of this sub-sector. Given the litany of research already carried out into much smaller but perhaps more vociferous minority veterans' groupings, such a study is long overdue. It was therefore unfortunate that despite its sponsor's promises, the much-heralded quinquennial Sector Insight Report 2024 completely ignored the magnitude, achievements and impact of the Drop-In community.

On a far more positive note, ASDIC was delighted to secure the offer of a short but targeted pro-bono consultancy from EY Parthenon (the consultancy arm of Ernst and Young) in late 2023/early 2024. Their extremely professional approach looked at all aspects of ASDIC's operations, and they interviewed widely across the veterans' welfare sector before producing an accurate and highly complementary report reflecting all facets of our work and making some very useful recommendations for the future. It was subsequently unfortunate that the funding establishment took very little notice of its findings.

Achievements and Performance

Regional Definition

Last year we took the experience-based decision to align our regions with the long-standing national structure used by government and the ONS, on the basis that as national data gathering becomes of increasing importance, it can be viewed comparably with other nationwide inputs. We thus recognise the seven regions within England plus the three devolved administrations – a total of ten.

Advisory role for grant-making organisations on coal-face activity

It has been interesting to explore the operations of the wider veterans' grant-making community, offering to give an experienced opinion on the efficacy of their grants and their impact on the efficiency of applicants. ASDIC's advice has sometimes been requested by government agencies on the true and realistic impact on veterans of national issues such as the existential 'cost of living crisis.' It is believed that few other stakeholders have the ability to drill down sufficiently swiftly and accurately to produce hard-hitting observations directly from the coalface.

Briefing politicians & significant individuals

There have been fewer opportunities to give individual briefings during the period of this report, but one enthusiastic recipient was the then Minister for Veterans who seemed very impressed with the Drop-In concept and verbally promised positive support – but then did absolutely nothing. Regrettably, experience has taught us that although our reception has generally been welcome on the surface, it has transpired that many senior individuals in this sector are frankly untrustworthy and too wedded to the status quo. Where relationships have proved positive, the briefings stress that ASDIC should not and cannot replace other agencies but can certainly help them to improve their own delivery of services by warm referrals and easing their access to the realistic veterans' world.

Growing Membership

Having recovered from an understandable slowdown during the pandemic, ASDIC's membership continued to grow to a figure of 170. Several members operate over several locations, with a present overall total of 220. We encourage new organisations to join with an increasing range of benefits and training packages, plus the visibility that we can give to grant-making programmes. We hope in the coming year to use our Community Hub extensively to provide a wider training, information and support package.

Risk Management

ASDIC strives to operate flexibly, with a minimum of formal strictures in place. Nonetheless, the appreciation and management of risk takes a high priority, particularly as the Association develops and expands its operations and new threats and opportunities emerge. All the Association's members are independent, setting and policing their own standards and practices having all agreed to ASDIC's Code of Conduct, which is itself based on common sense and respect for others. This freedom of operation carries an inevitable degree of reputational risk to the Association itself, but this has not been problematic during the first five years of operation. ASDIC continues to maintain a formal Risk Register covering the usual gamut of both objective and subjective threats and the measures proposed to deal with them should they arise, and this is regularly approved by the Trustees.

Financial Review

The charity has total income for the year Aug 2023 – July 2024, made up of grants and donations, totalling £491,576 (July 2023: £269,144). In prior years most of this income was restricted however the current year comprises mostly emergency funding which is unrestricted. Expenditure for the year to July 2024 totalled £485,289 (July 2023: £234,700), giving net incoming resources of £6,287 (July 2023: £34,444). Total funds carried forward at 1 Aug 24 are £129,301 (1 Aug 2023: £123,014).

Reserves policy

While understanding and appreciating the normal Charity Commission advice on the need for all longer-standing charities to have a Reserves Policy, the Trustees have agreed that while ASDIC is a relatively new and evolving Association, it needs to deploy all existing resources from existing grants to consolidate and grow its work with the expanding Drop-In community. This policy will pertain for the next couple of years but, while the certainty (or otherwise) of secure longer-term funding remains in the balance, we will retain just enough to ensure that any existing contractual or other responsibilities can be met if further grants are not forthcoming.

As above, at 1 August 2024 the charity had free reserves, that is unrestricted funds £129,301 (2023: £46,035) less fixed assets £3,807 (2023: £3,313), of £125,494 (2023: £42,822).

Going Concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the charitable company has adequate resources to continue in existence for the foreseeable future. For the reasons detailed in Note 1 in the Statement of Accounting Policies, the trustees have adopted the going concern basis in preparing the financial statements.

Business Plans

ASDIC has been encouraged by certain potential funders to develop a more detailed, comprehensive and longer-term Business Plan and a strategic five-year document has now been produced. However, a shorter-term downstream Annual Plan is produced to guide real time operations

Plans for the Future

As ASDIC enters its sixth year of independent operation, it remains determined to maintain and strengthen its own unique brand of grass-roots coordination and representation and is also committed to its newly perceived role of becoming the nationally appreciated voice of the 'small and medium' veterans' welfare organisations.

During our first three years of operation, we appreciated the underpinning support of the Armed Forces Covenant Trust (AFCT) which initially realised that we had something different to offer within the complicated matrix of welfare support. However, life and charity management move on, and the AFCT's aims now centre on discrete project activity rather than pursuing a wider strategic objective. This does not easily meld with ASDIC's wide objectives, but conversation continues – both the Trust and ASDIC each have a part to play. Nonetheless it has to be said that the past couple of years have seen an ever-widening gulf between the smaller and more innovative charities (eg ASDIC) and the long-standing 'establishment' (eg RBL, SSAFA, etc)

Evolution also continues to take place in other aspects of the wider military welfare scene. The Office for Veterans' Affairs (OVA), was originally based within the Cabinet Office but has recently been absorbed within the Ministry of Defence with a much enhanced complement. It provides a focus for the provision of governmentally provided welfare resources. Unfortunately, the OVA does not have the ability to provide core funding, but it is still hoped that ASDIC can open negotiations with them to supply services on a more contractual basis

Structure, Management & Governance

ASDIC is a charitable company limited by guarantee. It was incorporated on 8 July 2020 and obtained charitable status on 19 August 2020. It is governed by its Memorandum and Articles of Association.

During the year in question, ASDIC's Board of Trustees numbered between four and six individuals with varied experience of the military and care disciplines, led by a Chair with much highly successful involvement with the Drop-In movement across Wales. Unfortunately, one of our more experienced, senior and influential trustees had to step down during the year due to ill-health, and this adversely impacted on succession planning. The original Chairman stood down as planned in October 2023 and was succeeded by one of the other trustees for an interim period; she subsequently resigned in May 2024 following a conflict of interests, and the present Chairman assumed the responsibility. New trustees are recruited by word of mouth and through adverts within the Cobseo and NCVO newsletters. All applicants are interviewed by the CEO and Chairman prior to appointment.

It was intended that the present management structure should evolve along with the perceived requirement since the present Chief Executive was appointed to lead the separation from VOS in late 2019. At the end of July 2024, the permanent team had reduced to three individuals, with the Chief Executive and Development Director remunerated full-time. The Executive Director continued to contribute full-time effort on a nominal salary. At the end of 2023 and the completion of the original VPPP project, ASDIC was extremely surprised to learn that they would have no part to play in the follow-on phase into 2024, and that therefore our strategic funding assumptions were no longer valid. Shortly afterward a further application for funding from the Veterans Foundation, originally strongly supported by their senior team, was also refused, leaving ASDIC in a perilous financial situation from which we have yet to fully recover – although remaining confident that we can.

At the beginning of this FY, ASDIC continued to employ the full-time Membership and Engagement Officer who had become the real-time daily link with the increasing membership. She possessed excellent interpersonal skills to interact with our many diverse and very individual Centre leaders. Again, the above funding difficulties meant that by early 2024 we were unable to continue with her appointment, and this typifies the way that strategic government finance meant for veterans' wellbeing has been diverted to less effective but more apparently attractive projects. The rest of the team have done their best to maintain internal (membership) communications but have not had the time properly to influence external and social media, which would have done much to spread ASDIC's aspirations and achievement to a wider audience.

Governance continues to be conducted with a light but firm touch while still fulfilling all legal requirements and normal good practice. There is frequent communication between the Chair of the Board and the CEO concerning operations, and the monthly accounts are agreed between the Chair, the Treasurer, the CEO and the Executive Director. ASDIC is aware of the Cobseo Governance Guidance and refers to that as necessary

Trustees

The Directors of the company, who are also the Trustees for the purpose of charity law, are set out on Page 1 of this Report.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are responsible for preparing the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the surplus or deficit of the charitable company for that year. In preparing those 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 UK 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 charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

By Order of the Board

Graham Jones
....

Mr John Graham Jones
Chair

Date: 24th April 2025

ASDIC (Association of Service Drop-In Centre)
YEAR ENDED 31 July 2024

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF ASDIC (Association of Service Drop-In Centre)

I report to the charity trustees on my examination of the financial statements ASDIC (Association of Ex-Service Drop-in Centre) for the year ended 31 July 2024.

Responsibilities and basis of report

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

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

Independent examiner's statement – matter of concern identified

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I have identified a matter of concern, as there is currently a material uncertainty in relation to going concern. Details of this material uncertainty, and the trustees' actions to address this, have been included in Note 1 to the accounts. I can confirm that no other matters have come to my attention in connection with the examination giving me reasonable cause to believe that in any material respect:

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

I confirm that there are no other matters to which your attention should be drawn to enable a proper understanding of the accounts to be reached.

Lindeyer Francis Ferguson Ltd

Samantha Wells FCA CTA
Lindeyer Francis Ferguson Limited
Chartered Accountants
North House, 198 High Street, Tonbridge, Kent, TN9 1BE

Dated: 25 APRIL 2025

ASSOCIATION OF SERVICE DROP-IN CENTRES LTD

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 JULY 2024

	Note	*2024 Unrestricted funds £*	*2024 Restricted funds £*	*2024 Total funds £*	*2023 Total funds £*
Income from:					
Grants and donations	**3**	446,245	45,175	491,420	268,839
Bank Interest		156	-	156	305
Total income		446,401	45,175	491,576	269,144
Expenditure on:					
Charitable activities	**4**	363,135	122,154	485,289	234,700
Total expenditure		363,135	122,154	485,289	234,700
Net movement in funds		83,266	(76,979)	6,287	34,444
Reconciliation of funds:					
Total funds brought forward		46,035	76,979	123,014	88,570
Total funds carried forward	**9**	129,301	-	129,301	123,014

ASSOCIATION OF SERVICE DROP-IN CENTRES LTD

BALANCE SHEET
AS AT 31 JULY 2024

	Note	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	7		3,807		3,213
Current assets					
Prepayments		81,230		3,503	
Cash at bank and in hand		48,278		161,619	
		129,508		165,122	
Creditors: amounts falling due within one year	8	(4,014)		(45,321)	
Net current assets			125,494		119,801
Net assets			129,301		123,014
The funds of the charity:					
Unrestricted funds			129,301		46,035
Restricted funds			-		76,979
	9		129,301		123,014

For the financial period in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the period in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Board of Trustees and authorised for issue on .... and are signed on its behalf by:

Graham Jones

Mr John Graham Jones
Chair

Mr R Nield MBE
Treasurer

Company number: 12727846

1 ACCOUNTING POLICIES

Accounting convention
The financial statements have been prepared 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)" (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going Concern
The delivery of the two major programmes which had underpinned the charity over the period 2021 – 2023 came to an end after that time and, surprisingly, there was no follow-on funding available, despite considerable overall governmental funding for the veterans' sector. ASDIC kept going with the support of the Utley Foundation and considerable voluntary effort, and that remains the present position in early 2025. However, given our belief in the very specific ASDIC cause, the core team are presently working without remuneration but with the firm expectation of the second £40k tranche of the Utley Foundation grant in July 2025. Meanwhile they continue to apply for core funding grants from within the military sector as well as from external funders. They are also applying considerable moral pressure on the former area, as it seems ridiculous that the unique service which ASDIC provides seems to have little internal recognition. Given the commitment of the present staff, the focus on real-time core funding and the promise of more underpinning money in mid-2025, the Directors and Trustees believe that at this time, ASDIC remains a Going Concern.

The financial statements are presented in pounds sterling and rounded to the nearest pound.

Income
All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For donations this is usually on receipt. For grants, this is usually when a formal offer is made in writing, unless the grant contains terms and conditions outside of the charity's control which must be met before the charity is entitled to the funds. Where grants are received in response to a proposal including a budgeted timescale, such that the timescale for the expenditure is implicit in the grant agreement, the income is recognised in accordance with that timescale.

Gifts in-kind are recognised when the charity is entitled to the donated goods / services, the amount can be measured reliably, and the receipt is probable. Donated goods are measured at market value, and donated services are measured based on the amount that the charity would have had to pay in the open market to obtain the services.

1 ACCOUNTING POLICIES continued

Expenditure
Expenditure is recognised when a present legal or constructive obligation exists at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefits will be required to settle the obligation, and the amount can be estimated reliably.

The charity has one charitable activity (supporting Drop-In Centres) to which direct and support costs are allocated. Staff costs are allocated between direct and support costs on the basis of the staff members' job roles.

Support costs are those functions that assist the work of the charity but do not directly relate to the charitable activities, and include governance costs.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Restricted funds can only be used for the particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

Computer equipment	25% Reducing Balance

Assets costing less than £150 are not capitalised but are recognised as expenditure in the Statement of Financial Activities in the year incurred.

Financial instruments
The Charity only has financial instruments of a kind that qualify as basic financial instruments. Short term basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Employee benefits
The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the year to which the entitlement relates.

The Charity operates a defined contribution scheme for staff and contributions are charged to the income and expenditure account as they are incurred.

2 STATUS

Association of Service Drop-In Centres Ltd ('the charity') is a company limited by guarantee and registered charity incorporated in England and Wales. The members of the charity are the Trustees. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member.

The address of the charity's registered office and its place of business is Brydale, Wellesley Close, Crowborough, TN6 1QP.

3 INCOME FROM DONATIONS AND GRANTS

	2024	***2023***
	£	***£***
Donations and grants	491,370	268,494
Other Income	50	345
	491,420	268,839

In the prior period, £168,444 of the income from donations and grants was restricted.

Donations include £300,000 of donated consultancy services relating to the examination of operations and recommendations for the future.

4 EXPENDITURE ON CHARITABLE ACTIVITIES

	2024	***2023***
	£	***£***
Staff costs	114,614	132,609
Consultancy fees	36,058	44,565
Regional Workshops	-	22,066
Marketing	-	2,000
Support costs allocated (below)	334,617	33,460
	485,289	234,700

In the prior period, £109,325 of expenditure was from restricted funds.

4 EXPENDITURE ON CHARITABLE ACTIVITIES (Continued)

	2024	***2023***
	£	***£***
Support costs comprise:		
Travel and subsistence	20,322	20,206
Legal and professional fees	301,059	1,033
IT costs	2,145	2,352
Website costs	360	390
Subscriptions	5,301	5,093
Telephone	357	698
Bank charges	60	60
Depreciation	1,237	818
Governance costs		
Independent examiner's fees	3,776	2,520
Independent examiner's fees for other services	-	290
	334,617	33,460

5 NET MOVEMENT IN FUNDS

	2024	***2023***
	£	***£***
Net movement in funds is stated after charging:		
Depreciation	1,237	818
Independent examiner's fees	3,776	2,520
Independent examiner's fees for other services	-	290

6 STAFF COSTS

	2024	***2023***
	£	***£***
Gross salaries	104,764	123,080
Employer's pension contributions	1,826	2,229
Employer's National Insurance contributions	8,024	7,300
	114,614	132,609

There was no employees with employment benefits (excluding employer pension contributions) of more than £60,000.

The average number of employees on a headcount basis was 3 (2023: 2).

7 TANGIBLE FIXED ASSETS

	Computer	*Total*
	£	*£*
Cost		
At 1 August 2023	5,669	5,669
Additions	1,831	1,831
At 31 July 2024	7,500	7,500
Depreciation		
At 1 August 2023	2,456	2,456
Charged for the period	1,237	1,237
At 31 July 2024	3,693	3,693
Net book value		
At 31 July 2023	3,213	3,213
At 31 July 2024	3,807	3,807

8 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	*2023*
	£	*£*
Tax and social security	678	2,515
Other creditors	85	-
Accruals	3,251	2,631
Deferred income	-	40,175
	4,014	45,321

Deferred income relates to grants where there is an implied time constraint in the grant agreement and therefore income is recognised over the budgeted timescale.

	2024	*2023*
	£	*£*
Deferred income brought forward	40,175	3,619
Released during the period	(40,175)	(3,619)
Arising in the current year	-	40,175
Deferred income carried forward	-	40,175

9 MOVEMENT ON FUNDS

Current Year	*Brought forward*	*Income*	*Expenditure*	*Carried forward*
Unrestricted funds				
General funds	46,035	446,401	(363,135)	129,301
	46,035	446,401	(363,135)	129,301
Restricted funds				
Armed Forces Covenant Fund Trust	26,979	45,175	(72,154)	-
Utley Foundation	50,000	-	(50,000)	-
	76,979	45,175	(122,154)	-
	123,014	491,576	(485,289)	129,301

The grant from the Armed Forces Covenant Fund Trust is a multi year grant received for the Veterans' Places, Pathways and People Programme.

£50,000 was received from the Utley Foundation to employ a Regional Manager to act as the charity's representative and presence across 12 UK regions. This fund has been fully utilised.

Prior year	*Brought forward*	*Income*	*Expenditure*	*Carried forward*
Unrestricted funds				
General funds	70,710	100,700	(125,375)	46,035
	70,710	100,700	(125,375)	46,035
Restricted funds				
Armed Forces Covenant Fund Trust	8,989	108,444	(90,454)	26,979
Utley Foundation	-	50,000	-	50,000
Veterans Foundation - Conference	-	10,000	(10,000)	-
Veterans Foundation - Salaries	8,871	-	(8,871)	-
	17,860	168,444	(109,325)	76,979
	88,570	269,144	(234,700)	123,014

A £10,000 grant was received to cover the conference held in June 2023.

£20,000 was received to cover the salary of a new Membership Officer who joined in March 2022. These were both full utilised in 2023.

10 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	*Restricted funds £*	*Total funds £*
Fixed assets	3,807	-	3,807
Net current assets	125,494	-	125,494
	129,301	-	129,301

11 RELATED PARTY TRANSACTIONS

The key management personnel are considered to be the Trustees and the CEO - Mrs Tracy Bryant. Total remuneration to key management personnel in 2024 was £49,737 (2023: £58,439).

There was no Trustees' remuneration or other benefits during the current period.

No trustees were reimbursed expenses during the current period. (2023: One trustee reimbursed £29).

Accounts

Charity number: 1190952
Company number: 12727846

ASSOCIATION OF SERVICE DROP-IN CENTRES LIMITED

ALSO KNOWN AS
ASDIC

FINANCIAL STATEMENTS

for the year ended

31 July 2023

CONTENTS

LEGAL AND ADMINISTRATIVE INFORMATION

COMPANY NUMBER	12727846
REGISTERED CHARITY	1190952
TRUSTEES	Dr David Trotman (chairman) (resigned 16 Oct 2023) Mr Roger Nield MBE (Treasurer) Ms Annette Lindsay (resigned 7 March 2024) Lt Col Mac McPherson MBE (resigned 1 July 2023) Dr Andrea Morris (resigned 16 Jan 2023) Colonel Clive Newell OBE JP (resigned 15 Aug 2022) Ms Dorinda Wolfe Murray (Chairman) John Graham Jones (appointed 17 Jan 2023)
CHIEF EXECUTIVE	Mrs Tracy Bryant
EXECUTIVE DIRECTOR	Cdre Barry Bryant CVO RN
REGIONAL DIRECTOR	Capt Malcolm Farrow OBE RN (retired 30 June 2023)
DEVELOPMENT DIRECTOR	Mr Christopher Toulmin
REGISTERED OFFICE	Brydale Wellesley Close Crowborough England TN6 1QP
BANKERS	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
INDEPENDENT EXAMINER	Samantha Wells Lindeyer Francis Ferguson Limited Chartered Accountants North House 198 High Street Tonbridge Kent TN9 1BE
SOLICITORS	Pothecary Witham Weld 84 Eccleston Square London SW1V 1PX

Chairman's Introduction

Having recently stepped down from my role as Chairman of ASDIC after four exciting years, this will probably be my last formal input to the organisation, but it's been a fascinating insight into the veterans' welfare world. I firmly believe that ASDIC and its growing number of members and locations has brought a much-needed breath of fresh air into this fairly staid environment, and the recent election of our CEO to the Cobseo Executive Committee will give us the opportunity to inject a bit more realism and practicality into everyday business. Indeed, the significant relevance ASDIC has to the Veterans "Drop-In" network has been confirmed, yet again, with the success of our 2023's Leeds Convention, allowing, so many smaller veterans' agencies, charities and community groups, a voice and opportunity to learn from each other.

ASDIC has established a unique position within this sector. Firstly, and perhaps surprisingly, it is one of the few charities operating nationwide, tri-service, and prepared to cover each and every aspect of veterans' wellbeing. The vast majority of our contemporaries are either single-Service or single-issue and, while there is nothing wrong with that, it does tend to limit the range of strategic thinking beyond their own boundaries. More importantly, ASDIC's intentionally 'light-touch' style of governance and non-regulatory stance has allowed the extremely small staff of four to stand back and take the wider view while maintaining an informed knowledge and opinion on the most important aspects of membership and related issues. The two broad objectives are to support, mentor and help develop individual members while at the same time ensuring that real-time feedback from this grassroots community is properly collated, moderated and passed up to national agencies – notably the expanding Office for Veterans' Affairs (the OVA). The latter has consistently sought our input and advice on a wide range of topics, from the Cost-of-Living Crisis to Veterans' ID, and from 'Ten Things to know about a Veteran' to the OVA's own future data requirements.

A lack of reliable access to ongoing resources has been a constant source of concern as the two major Covenant Fund programmes that have supported ASDIC over the past three years come to an end. We do not enjoy the relatively huge reserves that underpin the more long-established charities, and we are striving to appeal to wider funding opportunities, not least philanthropic foundations that can see the benefits of a more bottom-up and democratic approach. Nonetheless, we must remain positive and believe that common sense will prevail, allowing this fresh wind of change to provide both the front-line services and accurate representation that our most vulnerable veterans deserve.

Personally, I much look forward to seeing this confidence and belief come to fruition in the years to come, and I must finish by thanking my trustee colleagues and the small ASDIC staff for their unfailing support in pursuit of our objectives over the past four years. We have achieved a huge amount and, while there remains much to do, I have no doubt that ASDIC will achieve its huge and unique potential.

Dr David Trotman, Outgoing Chair.

Chief Executive's Report

Friends,

Progress and the pace of change have been relentless over the past twelve months, with extremes of delight and satisfaction matched, just occasionally, with moments of exasperation. Operating in such a long-established sector, ASDIC is still very much the 'new kid on the block' and is sometimes treated accordingly by longer established stakeholders, but it has been very encouraging to hear how other relative newcomers such as the Office for Veterans Affairs (the OVA) readily appreciate what we and our members can offer. ASDIC presents both a subjective but realistic picture of what's really happening at the frontline community level, plus a wealth of objective data which we can regularly update and from which they can derive appropriate policies.

While vulnerable veterans out there in civilian society can and will present with a huge range of complex problems in terms of health and wellbeing, there is a correspondingly intricate matrix of support services both statutory and charitable who can help them. Very often, the difficulty is matching the veteran to the support, and that is where ASDIC's nationwide network applies commonsense triage, having the ability swiftly to deal with the most immediate problems and providing breathing space and advice to enable more deeply seated issues to be explored in a friendly and supportive manner.

This requires a group of sensitive and sensible people, usually fellow veterans and many of whom have had similar setbacks in life, who are prepared to give comradeship, sympathy and support to their erstwhile colleagues. While not necessarily being experts themselves in any particular discipline, they have the knowledge and the networks to provide suitable and practical pathways to individuals while at the same time offering that necessary personal and friendly ongoing support which sometimes the more professional agencies lack.

There, in a nutshell, you have ASDIC's two fundamental objectives: firstly, ensuring that the grassroots membership is properly supported and resourced to provide that personal care, and secondly presenting a true and unvarnished picture of this relatively recent societal phenomenon, thrown into sharp focus by the pandemic, to the powers-that-be. Those powers do, in large measure, control the direction of resources towards the points of need, and it's therefore vital that the information flow is clear and totally objective.

One of the advantages of having a very small but completely focused team is that we can concentrate totally on the tasks in hand and not get sidetracked by the mesh of policy and practice that bedevils so much of the veteran welfare industry. Personally, I'm delighted to be working with colleagues here at the sharp-end and, although our own resourcing will always be an issue, we have many ideas of how to improve the efficiency of service delivery and the accuracy of our reporting.

As we report on another highly successful year, there remains much to do. We must continue to develop collaborations and partnerships with like-minded charities and organisations with the ongoing aim of improving the lives of our veterans in need; we must ensure that our members are properly mentored, trained, resourced and supported to enable them to deliver their vital services, and we must continue to maintain all the routine charitable business that keeps the show on the road. Finally, we have to keep our own senses of humour finely tuned. As the old naval adage has it: 'If you can't take a joke, you shouldn't have joined!' Thank you for any and all the external support that you've managed to give us, and the journey continues!

Tracy

Tracy Bryant, Chief Executive

REPORT OF THE TRUSTEES

The Trustees (who are also Directors of the Charity for the purposes of the Companies Act) present their report and financial statements of the charity for the year ended 31st July 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the Annual Report and Financial Statements of the charity. In doing so the Trustees have taken advantage in the exemption from providing a Strategic Report as the Company is defined as small.

Executive Summary

Mission Statement

ASDIC's original foundation Mission Statement asserted that:

ASDIC will work to maximise the sustainability, resilience, effectiveness and delivery of Drop-In Centres and improve liaison with Breakfast Clubs across the United Kingdom to ensure that all vulnerable veterans receive swift and empathetic support, and that their needs are appreciated at higher levels.

This simple statement largely holds good today. It gives us the flexibility and bandwidth to work flexibly but efficiently across the whole veterans' welfare sector and, having recently been democratically elected to Cobseo's Executive Committee, ASDIC looks forward to doing our utmost to bringing about a more equable approach to veterans' welfare and wellbeing in both the charitable and national sense.

We have been striving to do this without conflicting with the many established charities within the sector, and we will continue to try to build informal partnerships with collegiate organisations, uniting their individual strengths in a bid for greater effectiveness and efficiency across the sector. The feedback from our inaugural Conference in Leeds in 2022 was strongly reinforced following this year's Convention in the same venue. There was much cross-sector enthusiasm for collaboration and ASDIC will do its utmost to foster and represent this. While still ensuring that our fundamental membership activity is fully understood, appreciated and supported, we now integrate and cooperate with all relevant activity-based organisations. This expanded Mission has now been incorporated in an updated Business Plan.

Nonetheless, we intend to remain a very small and flexible core team. Each member has both specific and wider-ranging responsibilities but also a common understanding of aims, activities and progress, increasingly using social media and our bespoke online Community Hub to maintain contact and improve information and data flow with all associated parties. This integration and teamwork enables all staff to work across boundaries and cover for other members when required.

Development Activity

ASDIC operates both tactically and strategically across the whole of the UK. It's membership welcomes all veterans and serving members of the Armed Forces and their families, as well as veteran members of the Merchant Navy and the Emergency ('blue light') services, and they will triage any reasonable mental health, welfare and/or social need. These wide responsibilities reflect a unique and valuable position shared with only a few other organisations in the veterans' welfare sector, and complements the work of, inter alia, the Office of Veterans' Affairs (OVA), the Confederation of Service Charities (Cobseo), the Armed Forces Covenant Fund Trust (AFCT) and the Veterans Advisory and Pension Committees (VAPCs). Close relationships with these organisations are therefore vital for ASDIC in developing and contributing to the UK-wide picture of need from their experience of all issues at the coalface, and of course this will be enhanced by ASDIC's recent election to the Cobseo Executive Committee. Some key themes from the 'Strategy for Veterans' (Nov 2018) paper formed the initial framework for ASDIC's work, and we are now using the 'Veterans' Strategy Action Plan 2022 - 2024 (pub. Jan 2022) as our primary policy guide. Indeed, we are concentrating on the Plan's three main areas:

1. *Transforming Services for veterans. Improving services to make sure veterans and families have the support that they need.*

   - ASDIC champions the provision of local support, integrated in local communities, and delivered by local veterans and charities, in partnership with other agencies.

   - Our Centres' work is absolutely based around local communities and relationships, some of whom have no military connections but act in support of wider society. ASDIC aims to enhance collaboration between these local groups, using our Community Hub to share best practice, link networks and various points of contact to enable the needs of veterans to be met and optimise the shared potential.

2. *Understanding our veteran community – use data and research to ensure policy across government is rooted in robust evidence.*

   - ASDIC is now gathering and collating data, managing surveys and commissioning research on a routine basis, often from and with previously neglected veterans' areas. All results are forwarded to the Office for Veterans' Affairs (OVA), Cobseo and other authorities to widen the appreciation of the 'small organisations' community and the social value of the work they carry out. However, there is still evidence of disparate approaches from some stakeholders to the wider strategic picture, and it is unfortunate that some charities seem unwilling to take a wider perspective.

3. *Recognising our veterans' contribution to society. Fully recognising all veterans' contributions to society, including those who may not have historically felt their service was recognised, and challenging negative stereotypes.*

   - ASDIC advocates the provision of local support, fully integrated within local communities, and delivered by individual local veterans and charities. The inclusion of activity-based organisations within our membership has highlighted the extent of veteran-led groups within local communities.

   - The Centres' work always promotes and values the role that Veterans play in the running of the centres themselves and all linked activities - they promote positive messages about the role of volunteering, the innate talents and abilities of former servicemen and women, and the aggregate value this plays in the support of local communities.

At the strategic level, ASDIC promotes regular liaison by supplying vital information on our membership and their operations to higher-level authorities. Extrapolation of ongoing surveys of members reveal an increasing level of activity, with some 40,000 physical and 35,000 virtual welfare interactions in one twelve-month period. We have maintained a good liaison with several established research organisations and strive to promote focused studies on the activities and impact of the smaller, community-based centres nationwide. This all helps to inform larger organisations of the value and volume of such groups. All iterative information is kept up to date and the future introduction of an interactive database will markedly improve this liaison and data exchange.

Regional management and coordination have undergone evolutionary changes during the past year. It had been hoped to maintain a cadre of volunteer Regional Coordinators in each of our English regions and in the devolved administrations, often using those already with some military connections, but the increasing level of Centre-based activity has meant that most of these people, while willing and supportive, were unable to devote sufficient time and energy to give us the level of desired feedback. We therefore decided to disband this group and aspire to a more pro-active strategy using salaried full-time staff to carry out informal visits to all centres. We were fortunate to achieve funding for a 6-month pilot project to prove this concept, and this will commence in September 2023.

The UK also has a vibrant grouping of veteran Breakfast Clubs. These are not wholly dissimilar from the original Drop-In concept but tend to have greater emphasis on sociability and comradeship than making direct links with external welfare organisations. Clearly there is a place for both cadres within the overall veteran firmament and the two both have a part to play, but the objects of each should not be confused. A few locations run both functions successfully but are clear about split objectives and responsibilities.

ASDIC also maintains informal but strong liaison at both the national and local levels with the wider matrix of any and all organisations which can offer assistance to veterans in need. These obviously include the large number of Armed Forces charities, small local community organisations, local authorities, NHS services, and other statutory bodies. For some of these, ASDIC membership will be appropriate and welcomed.

Objectives and Regional Activities

The objects of ASDIC as per the charity's governing document are as follows:

To provide assistance to and improve the wellbeing of the Beneficiaries (defined below) by improving the efficiency and effectiveness of Drop-In Centres for the public benefit, including but not limited to:

- promoting co-operation between Drop-Ins and promoting a network of communication, training and support;
- acting as a representative of Drop-Ins with statutory bodies and local and central government agencies; and
- setting best practice in service delivery and governance to ensure sustainability and resilience.

Beneficiaries are those persons who have been or shall be at any time members of the Armed Forces, veterans, their families, current and former veteran members of the merchant navy and emergency services in the UK. We strongly believe that this wide definition allows ASDIC to respond flexibly and rapidly to the swiftly developing spectrum of smaller organisations which have evolved, particularly during and since the pandemic, within local communities.

While the definition of Beneficiaries and over-riding Objectives are unlikely to change, the specific provisions of benefit have been amended and updated during the past year as ASDIC's experience and influence has grown within the sector

In setting and advancing the objectives, the Trustees will always consider the Charity Commission's general guidance on public benefit.

Our Impact

We regard our direct beneficiaries as our members themselves, including their volunteers, many of whom have experienced physical or mental hardships during their Armed Forces careers – and who have expended huge energy, resources and time in setting up Drop-In locations for the wellbeing of their erstwhile colleagues. Our impact on them is one of overall support, mentoring and training while keeping an eye open for their own overall wellbeing. Personal burn-out is all too easy when surrounded by those in need on a daily basis. ASDIC's impact on our ultimate but indirect beneficiaries, those veterans most in need, is obviously delivered second-hand as we enable our many Centres and associated organisations to provide a better service on the front-line.

However, ASDIC believes that we are having an ever-increasing national and first-hand impact in providing vastly improving liaison between more nationally focused agencies in government (e.g. DWP), the Ministry of Defence, Cobseo and the OVA, and other welfare charities. In particular, working with the Armed Forces Covenant Fund Trust as a Strategic Lead within the VPPP programme, we have been able to act as an interlocutor between a wide spectrum of local interest groups and the wider national picture. This contribution will be considerably enhanced by our recent election to the Cobseo Executive Committee. This all reflects ASDIC's unique ability to position itself as a small but agile and flexible unit, responding swiftly to inputs from all directions and effectively 'joining up the dots.' No other agency appears able or willing to fulfil this vital role.

Impact itself can be a somewhat subjective concept, with different aspects meaning more to some than others. Following the impressive groundwork undertaken by many in our membership and displayed at our Conference and subsequent Convention, ASDIC has always believed it would be of immense value if a more standardised and objective evaluation and reporting mechanism were introduced for our members. This would at least provide a more common assessment of the real monetary value of the huge volume of Social Prescription and tangible support that goes on within each individual organisation. ASDIC is looking at research and development options for the introduction of such a system.

ASDIC has also long argued that seeking proper appreciation of the full impact of the smaller organisations, an external in-depth study is required of this sub-sector. Given the litany of research already carried out into much smaller but perhaps more vociferous minority veterans' groupings, such a study is long overdue, and ASDIC is delighted to have secured an offer of short but targeted pro bono consultancy from EY Parthenon (the consultancy arm of Ernst and Young) later in 2023/early 2024. It very much looks forward to this study making a pivotal contribution to the portrayal of this largely unsung community.

Achievements and Performance

Regional Definition

As previously mentioned, the apparently simple task of designing and operating on a regional basis was more problematic than expected as ASDIC sought to optimise its relationships with the wider spectrum of Armed Forces' welfare organisations and, perhaps more importantly, national services such as the NHS with its own constantly changing construct. The County-based concept, as still used by some, was considered outdated and inefficient. Looking to the longer-term, it was sensibly decided to align our regions with the long-standing national structure used by government and the ONS, on the basis that as national data gathering becomes of increasing importance, it can be viewed comparably with other nationwide inputs. We thus recognise the seven regions within England plus the three devolved administrations – a total of ten.

Advisory role for grant-making organisations on coal-face activity

It has been encouraging to form an increasingly close relationship with wider grant-makers such as the Veterans' Foundation, which continues to seek ASDIC's opinion on the efficacy of their own grants and their impact on the efficiency of applicants. Similarly, ASDIC's advice has been requested by government agencies on the true and realistic impact on veterans of national issues such as the existential 'cost of living crisis.' It is believed that few other stakeholders have the ability to drill down sufficiently swiftly and accurately to produce hard-hitting observations directly from the coalface.

Leeds Convention June 2023

The highlight of last year, 2022, for ASDIC was our introductory national Conference which took place at the Royal Armouries in Leeds over two days in early May. It proved a unique occasion, bringing together a wide and eclectic group of stakeholders from all parts of the sector under the auspices of the VPPP programme. Given ASDIC's Strategic Lead role in this programme, the incredible contribution being made nationwide by the smaller organisations, and the hugely positive feedback we received, we took the opportunity to reprise the concept at the same venue in June 2023. Having structured 2022 around more formal scene-setting presentations, 2023 took a slightly more relaxed approach, giving time for more networking, a greater number of more focused and intimate workshops, and table-top presentations. Again, we attracted a very broad and enthusiastic spectrum of attendees and presenters, keen to display their wares and discuss how they could work together more effectively in the future. This is a format that we will seek to replicate in the future.

Briefing politicians & significant individuals

ASDIC continues to take every opportunity to provide personal briefings and updates to high-profile individuals, sometimes by application and frequently by request. We have concentrated on those with direct application to the veterans' sector such as the Independent Veterans' Adviser to the Cabinet Office, the various Veterans' Commissioners, and the Chairmen of Veterans' Advisory and Pensions Committees. Having achieved greater understanding, the majority show enthusiasm and pledge support. We are planning a personal briefing to the Minister for Veterans' Affairs in the autumn of 2023. ASDIC continues to stress that it should not and cannot replace other agencies but can certainly help them to improve their own delivery of services by warm referrals and easing their access to the realistic veterans' world.

Growing Membership

ASDIC's membership continues to grow incrementally, having recovered from an understandable slowdown during the pandemic. Several new members operate over several locations. We encourage new members to join with an increasing range of benefits and training packages, plus the visibility that we can give to grant-making programmes such as the AFCT VPPP packages. At the same time, as reported separately, we have also widened access to collegiate organisations within the VPPP programme; they share our aims and objectives, and ASDIC will be very ready to give them the representation that many presently lack. We hope in the coming year to use our Community Hub extensively to provide a wider training, information and support package.

Risk Management

ASDIC strives to operate flexibly, with a minimum of formal strictures in place. Nonetheless, the appreciation and management of risk takes a high priority, particularly as the Association develops and expands its operations and new threats and opportunities emerge. All the Association's members are independent, setting and policing their own standards and practices having all agreed to ASDIC's Code of Conduct, which is itself based on common sense and respect for others. This freedom of operation carries an inevitable degree of reputational risk to the Association itself, but this has not been found wanting during the first three years of operation. ASDIC continues to maintain a formal Risk Register covering the usual gamut of both objective and subjective threats and the measures proposed to deal with them should they arise, and this is regularly approved by the Trustees.

Financial Review

The charity has total income for the year Aug 2022 – July 2023, made up of grants and donations, totalling £269,144 (July 2022: £231,203). Following conversations with the Armed Forces Covenant Fund, all this income is now regarded as restricted to the pursuit of either the specific VSNBF or VPPP programmes or the specific purposes of the Veterans' Foundation or Utley Foundation grants. Expenditure for the year to July 2023 totalled £234,700 (July 2022: £211,850), giving net incoming resources of £34,444 (July 2022: £19,353). Total funds carried forward at 1 Aug 23 are £123,014 (1 Aug 2022: £88,570). As noted above, all expenditure is now regarded as restricted to the AFCT programmes or the extra specific grants, and this is indeed how it has been utilised.

Reserves policy

While understanding and appreciating the normal Charity Commission advice on the need for all longer-standing charities to have a Reserves Policy, the Trustees have agreed that while ASDIC is a relatively new and evolving Association, it needs to deploy all existing resources from the generous AFCT and other grants to consolidate and grow its work with the expanding Drop-In community. This policy will pertain for the next couple of years but, while the certainty (or otherwise) of secure longer-term funding remains in the balance, we will retain just enough to ensure that any existing contractual or other responsibilities can be met if further grants are not forthcoming.

As above, at 1 August 2023 the charity had free reserves (that is unrestricted funds £46,035 (2022: £70,710) less fixed assets £3,313 (£2,213) of £42,822 (2022: £68,497).

Going Concern

After making appropriate enquiries, the board of trustees has a reasonable expectation that the charitable company has adequate resources to continue in existence for the foreseeable future. For the reasons detailed in Note 1 in the Statement of Accounting Policies, the trustees have adopted the going concern basis in preparing the financial statements.

Plans for the Future

As ASDIC enters its fourth year of independent operation, it remains determined to maintain and strengthen its own unique brand of grass-roots coordination and representation but has also become committed to its newly perceived role of becoming the nationally appreciated voice of the 'small and medium' veterans' welfare organisations. Not alone in this task, it is hugely grateful for the strong support of the Veterans' Foundation which, while having a wide range of other responsibilities, fully appreciates the representative needs of this vitally important body. Plans are already being discussed for possible closer and complementary ventures with the Veterans' Foundation in 2024 and beyond.

During the past three years of operation, we have been appreciative of the underpinning support of the Armed Forces Covenant Trust (AFCT) which initially realised that we had something different to offer within the complicated matrix of welfare support. However, life and charity moves on, and the AFCT's aims now seem to centre more on discrete project activity rather than pursuing a wider strategic objective. This does not easily meld with ASDIC's wide objectives, but conversation continues – both the Trust and ASDIC each have a part to play.

Evolution also continues to take place in other aspects of the wider military welfare scene. The relatively recent establishment of the Office of Veterans' Affairs (OVA), based within the Cabinet Office, has provided a new focus for the provision of governmentally provided welfare resources and more visibility for the Minister for Veterans' Affairs (Min (VA)). The past year has seen ASDIC increasingly involved with a wide range of disparate OVA activity, and it would seem that the Office recognises that we have access to a huge amount of grassroots data that they could not otherwise gather or use. However, the OVA does not have the ability to provide core funding, but it is hoped that ASDIC can open negotiations with them to supply services on a more contractual basis

Structure, Management & Governance

ASDIC is a charitable company limited by guarantee. It was incorporated on 8 July 2020 and obtained charitable status on 19 August 2020. It is governed by its memorandum and articles of association.

During the year in question, ASDIC's Board of Trustees numbered between five and six individuals with varied experience of the military and care disciplines, led by a Chair with much highly successful involvement with the Drop-In movement across Wales. Unfortunately, one of our more experienced and senior trustees had to step down during the year due to ill-health, and this adversely impacted on succession planning. As things stand, our present Chairman is planning to stand down in October 2023 and will probably be succeeded by one of the present but already highly committed trustees for an interim period. New trustees are recruited by word of mouth and through the adverts within the Cobseo and NCVO newsletters. All applicants are interviewed by the CEO and Chairman prior to appointment.

The present management structure has evolved along with the perceived requirement since the present Chief Executive was appointed to lead the separation from VOS in late 2019. At the end of July 2023, the permanent team had reduced to four individuals, with the Chief Executive, Development Director and Membership and Engagement Officer remunerated full-time. The Executive Director continued to contribute full-time effort on a nominal salary while, as the concept of regional management and oversight evolved, the Regional Director decided to retire pending the recruitment of a more flexible and mobile Regional Manager. This new position has been secured by dedicated project funding to prove the concept and will commence operations in September 2023.

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ASDIC continues to employ the full-time Membership and Engagement Officer who has become the real-time daily link with the increasing membership and has excellent interpersonal skills to interact with our many diverse and very individual Centre leaders. Unfortunately, our highly talented but part-time Marketing and Communications Officer moved on earlier in the year to a much more suitable position and we have had neither the time nor financial resources to recruit a full-time replacement. The rest of the team have done their best to maintain internal (membership) communications but have not had the time

properly to influence external and social media, which would have done much to spread ASDIC's aspirations and achievement to a wider audience. We hope to recruit to this position in early 2024.

Governance continues to be conducted with a light but firm touch while still fulfilling all legal requirements and normal good practice. There is frequent communication between the Chair of the Board and the CEO concerning operations, and the monthly accounts are agreed between the Chair, the Treasurer, the CEO and the Executive Director. ASDIC is aware of the Cobseo Governance Guidance and refers to that, as necessary.

Trustees

The Directors of the company, who are also the Trustees for the purpose of charity law, are set out on Page 1 of this Report.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are responsible for preparing the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the surplus or deficit of the charitable company for that year. In preparing those 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 UK 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 charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

By Order of the Board

Ms Dorinda Wolfe Murray
Chair

Date: 27 April 2024

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF ASDIC (Association of Service Drop-in Centre)

I report to the charity trustees on my examination of the financial statements ASDIC (Association of Ex-Service Drop-in Centre) for the year ended 31 July 2023.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

Samantha Wells
Lindeyer Francis Ferguson Limited
Chartered Accountants
North House
198 High Street
Tonbridge
Kent TN9 1BE

Date: 29 April 2024

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 JULY 2023

	Note	*2023 Unrestricted funds £*	*2023 Restricted funds £*	*2023 Total funds £*	*2022 Total funds £*
Income from:					
Grants and donations	3	100,395	168,444	268,839	231,203
Bank Interest		305	-	305	-
Total		100,700	168,444	269,144	231,203
Expenditure on:					
Charitable activities	4	125,375	109,325	234,700	211,850
Total		125,375	109,325	234,700	211,850
Net movement in funds		(24,675)	59,119	34,444	19,353
Reconciliation of funds:					
Total funds brought forward		70,710	17,860	88,570	69,217
Total funds carried forward	9	46,035	76,979	123,014	88,570

BALANCE SHEET
AS AT 31 JULY 2023

	Note	*2023* £	*2023* £	*2022* £	*2022* £
Fixed assets					
Tangible assets	7		3,213		2,213
Current assets					
Prepayments		3,503		1,001	
Cash at bank and in hand		161,619		95,423	
		165,122		96,424	
Creditors: amounts falling due within one year	8	(45,321)		(10,067)	
Net current assets			119,801		86,357
Net assets			123,014		88,570
The funds of the charity:					
Unrestricted funds			46,035		70,710
Restricted funds			76,979		17,860
		9	123,014		88,570

For the financial period in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the period in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 27 April 2024 and are signed on its behalf by:

....	....
Ms D Wolfe Murray	Mr R Nield MBE
Chair	Treasurer

Company number: 12727846

1 ACCOUNTING POLICIES

Accounting convention

The financial statements have been prepared 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)" (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going Concern

The delivery of two major programmes which have largely supported the charity financially over the last couple of years reached their conclusion at the end of 2023 and at the year-end additional funding had not been secured which may give rise to concerns of the charity's going concern status. The Directors' efforts are now focused on securing new core funding and already a written promise of significant financial support has been received. The Directors are confident their continued actions will secure the future of the charity. For these reasons, the Directors are confident that the charity will remain in operation for the foreeeable future, and therefore they have adopted the going concern basis in preparing the financial statements.

The financial statements are presented in pounds sterling and rounded to the nearest pound.

Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For donations this is usually on receipt. For grants, this is usually when a formal offer is made in writing, unless the grant contains terms and conditions outside of the charity's control which must be met before the charity is entitled to the funds. Where grants are received in response to a proposal including a budgeted timescale, such that the timescale for the expenditure is implicit in the grant agreement, the income is recognised in accordance with that timescale.

Gifts in-kind are recognised when the charity is entitled to the donated goods / services, the amount can be measured reliably, and the receipt is probable. Donated goods are measured at market value, and donated services are measured based on the amount that the charity would have had to pay in the open market to obtain the services.

Expenditure

Expenditure is recognised when a present legal or constructive obligation exists at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefits will be required to settle the obligation, and the amount can be estimated reliably.

1 ACCOUNTING POLICIES continued

Expenditure (continued)
The charity has one charitable activity (supporting Drop-In Centres) to which direct and support costs are allocated. Staff costs are allocated between direct and support costs on the basis of the staff members' job roles.

Support costs are those functions that assist the work of the charity but do not directly relate to the charitable activities, and include governance costs.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Restricted funds can only be used for the particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Tangible fixed assets and depreciation
Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated realisable value of each asset over its expected

Computer equipment	25% Reducing Balance

Assets costing less than £150 are not capitalised but are recognised as expenditure in the Statement of Financial Activities in the year incurred.

Financial instruments
The Charity only has financial instruments of a kind that qualify as basic financial instruments. Short term basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Employee benefits
The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the year to which the entitlement relates.

The Charity operates a defined contribution scheme for staff and contributions are charged to the income and expenditure account as they are incurred.

2 STATUS
Association of Service Drop-In Centres Ltd ('the charity') is a company limited by guarantee and registered charity incorporated in England and Wales. The members of the charity are the Trustees. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member.

The address of the charity's registered office and its place of business is Brydale, Wellesley Close, Crowborough, TN6 1QP

3 INCOME FROM DONATIONS AND GRANTS

	2023	*2022*
	£	*£*
Donations and grants	268,494	231,203
Other Income	345	-
	268,839	231,203

In the prior period, £120,861 of the income from donations and grants was restricted.

4 EXPENDITURE ON CHARITABLE ACTIVITIES

	2023	*2022*
	£	*£*
Staff costs	132,609	85,568
Consultancy fees	44,565	75,677
Regional Workshops	22,066	21,587
Marketing	2,000	1,697
Support costs allocated (below)	33,460	27,321
	234,700	211,850

In the prior period, £123,021 of expenditure was from restricted funds

	2023	*2022*
	£	*£*
Support costs comprise:		
Travel and subsistence	20,206	15,288
Legal and professional fees	1,033	810
IT costs	2,352	1,913
Website costs	390	417
Subscriptions	5,093	4,432
Telephone	698	630
Catering	-	294
Bank charges	60	96
Depreciation	818	741
Governance costs		
Trustee meeting costs	-	-
Independent examiner's fees	2,520	2,520
Independent examiner's fees for other services	290	180
	33,460	27,321

5 NET MOVEMENT IN FUNDS

	2023	2022
	£	£
Net movement in funds is stated after charging:		
Depreciation	818	741
Independent examiner's fees	2,520	2,520
Independent examiner's fees for other services	290	180

6 STAFF COSTS

	2023	2022
	£	£
Gross salaries	123,080	79,645
Employer's pension contributions	2,229	1,825
Employer's National Insurance contributions	7,300	4,098
	132,609	85,568

There was no employees with employment benefits (excluding employer pension contributions) of more than £60,000.

The average number of employees on a headcount basis was 2 (2022: 2)

7 TANGIBLE FIXED ASSETS

	Computer	Total
	£	£
Cost		
At 1 August 2022	3,851	3,851
Additions	1,818	1,818
At 31 July 2023	5,669	5,669
Depreciation		
At 1 August 2022	1,638	1,638
Charged for the period	818	818
At 31 July 2023	2,456	2,456
Net book value		
At 31 July 2022	2,213	2,213
At 31 July 2023	3,213	3,213

8 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	*2022*
	£	*£*
Tax and social security	2,515	2,854
Other creditors	-	61
Accruals	2,631	3,533
Deferred income	40,175	3,619
	45,321	10,067

Deferred grant income relates to grants where the application included budgets showing use in a future year.

	2023	*2022*
	£	*£*
Deferred income brought forward	3,619	44,480
Released during the period	(3,619)	(44,480)
Arising in the current year	40,175	3,619
Deferred income carried forward	40,175	3,619

9 MOVEMENT ON FUNDS

Current Year	*Brought forward*	*Income*	*Expenditure*	*Carried forward*
Unrestricted funds				
General funds	70,710	100,700	(125,375)	46,035
	70,710	100,700	(125,375)	46,035
Restricted funds				
Armed Forces Covenant Fund Trust	8,989	108,444	(90,454)	26,979
Utley Foundation	-	50,000	-	50,000
Veterans Foundation - Conference	-	10,000	(10,000)	-
Veterans Foundation - Salaries	8,871	-	(8,871)	-
	17,860	168,444	(109,325)	76,979
	88,570	269,144	(234,700)	123,014

The grant from the Armed Forces Covenant Fund Trust is a multi year grant received for the Veterans' Places, Pathways and People Programme.

A further £50,000 was received from the Utley Foundation to employ a Regional Manager to act as the charity's representative and presence across 12 UK regions. They have been recruited and money this fund is expected to be fully utilised in 2023/24. A £10,000 grant was received to cover the conference held in June 2023.

9 MOVEMENT ON FUNDS (continued)

Prior year	*Brought forward*	*Income*	*Expenditure*	*Carried forward*
Unrestricted funds				
General funds	49,197	110,342	(88,829)	70,710
	49,197	110,342	(88,829)	70,710
Restricted funds				
Armed Forces Covenant Fund Trust	2,020	90,861	(83,892)	8,989
Veterans Foundation	18,000	-	(18,000)	-
Veterans Foundation - Conference	-	10,000	(10,000)	-
Veterans Foundation - Salaries	-	20,000	(11,129)	8,871
	20,020	120,861	(123,021)	17,860
	69,217	231,203	(211,850)	88,570

A grant was received from the Veterans Foundation to fund a six month development project to cover the costs of an experienced consultant to identify, acquire and establish an optimum relational database, develop an integrated membership package alongside further ASDIC marketing and branding to spread the Drop-In message, plus design a basic training matrix for all leaders and coordinators.

10 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	*Restricted funds £*	*Total funds £*
Fixed assets	3,213	-	3,213
Net current assets	42,822	76,979	119,801
	46,035	76,979	123,014

11 RELATED PARTY TRANSACTIONS

The key management personnel are considered to be the Trustees and the CEO - TD Bryant. Total remuneration to key management personnel in 2023 was £58,439 (2022: £56,259)

There was no Trustees' remuneration or other benefits during the current period.

One trustee was reimbursed travel expenses amounting to £29 during the current period. (2022: Six trustees reimbursed £841)

ASSOCIATION OF SERVICE DROP-IN CENTRES LTD

England & Wales - Charity number 1190952

Accounts

Charity number: 1190952
Company number: 12727846

ASSOCIATION OF SERVICE DROP-IN CENTRES LTD (FORMERLY KNOWN AS ASSOCIATION OF EX-SERVICE DROP-IN CENTRES LTD)

ALSO KNOWN AS
ASDIC

FINANCIAL STATEMENTS

for the year ended

31 July 2022

CONTENTS

LEGAL AND ADMINISTRATIVE INFORMATION

COMPANY NUMBER	12727846
REGISTERED CHARITY	1190952
TRUSTEES	Dr David Trotman (Chairman) Mr Roger Nield MBE (Treasurer) Ms Annette Lindsay Lt Col Mac McPherson MBE Dr Andrea Morris Colonel Clive Newell OBE JP Ms Dorinda Wolfe Murray
CHIEF EXECUTIVE	Mrs Tracy Bryant
EXECUTIVE DIRECTOR	Cdre Barry Bryant CVO RN
REGIONAL DIRECTOR	Capt Malcolm Farrow OBE RN
DEVELOPMENT DIRECTOR	Mr Christopher Toulmin
REGISTERED OFFICE	ASDIC Brydale Wellesley Close Crowborough TN6 1QP
BANKERS	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
INDEPENDENT EXAMINER	Samantha Wells Lindeyer Francis Ferguson Limited Chartered Accountants North House 198 High Street Tonbridge Kent TN9 1BE
SOLICITORS	Pothecary Witham Weld 84 Eccleston Square London SW1V 1PX

Chairman's Introduction

Despite the continued impacts of COVID, ASDIC continues to develop and grow its support of Armed Forces' Veterans' Drop-In Centres operating across the four Home Nations. An increasing membership enables ASDIC to have a unique insight into the successes and challenges that Drop-Ins face, as that vital link to the social, welfare and health needs of many thousands of Armed Forces Veterans and families living within our urban and rural communities across the UK.

Now with an established and permanent office base in the RBLI Village at Aylesford in Kent, Tracy and the ASDIC team have significantly developed the Charity's communication processes, via web, social media and print, not forgetting our 'e' based quarterly newsletter "Ping" going out to over 100 members. With thanks to the Veterans' Foundation and continued funding from The Armed Forces Covenant Fund Trust (AFCT) we have been able to employ a specific Membership Liaison and Engagement Officer. Developed and managed by our Office Team and with strong support from Veterans UK, our veterans' verification system 'VetCheck' has been an incredible success.

Under ASDIC's direction, our Regional Coordinator structure, representing 12 operational regions across the UK, enables direct contact and reporting of current concerns and operational trends of those supporting veterans on the 'front line'. This in turn leads to guidance and support toward resolution of need as and when required.

Given our approach and position within UK Veterans' support networks, ASDIC has been invited to undertake direct advisory roles with major third and statutory sector agencies including Cobseo, SSAFA, RAFA, RBL, and the OVA. It has also been awarded a lead strategic role with AFCT's Veterans Places, Pathways and People programme, delivering vital funding to ground-level members and supporting agencies across the UK. ASDIC will continue to work with funders and decision makers in order to represent, guide policy, and support the whole Drop-In community.

Joined by 170 delegates representing agencies large and small, ASDIC's first National Conference as a registered Charity, held at Leeds Royal Armouries during May of 2022, was an unmitigated success and reflected the absolute need and relevance of ASDIC within the Armed Forces family. Indeed and following a unanimous request, we look forward to our next gathering as time and resource permits!

Through my own daily work in Wales based at Woodys', I see that the Drop-Ins are the 'eyes and ears' of the veteran community. ASDIC acts as the conduit by which our members come together, giving us the recognition and direct support, in order that we can improve the lives and conditions of many thousands of men and women who have served.

To conclude, and delayed by COVID, we as an ASDIC Board and Team were able, finally, to thank, Commander Peter Mosse RN, Co-Founder and retiring ASDIC Chair, for his hard work and initiative in building the foundations of this incredible Charity.

Dr David Trotman, Chair.

Chief Executive's Report

Friends,

After a pretty frantic but highly exciting year for ASDIC, I am really delighted to be writing this personal report as an introduction to this document – formal it may be, but I really want it to help make our case to a wider audience. The Association has gone from strength to strength during the year in question. Our membership has seen a 65% growth and this rate continues. The members themselves have grown in stature, influence and maturity, delivering so many vital services to our veterans during the national paralysis induced by Covid by using their own initiative, flexibility and common-sense while more established organisations retreated. I would like to pay my own personal tribute here to their fantastic contributions during this difficult time, and emphasise that their overall value to the veterans' sector has not gone unnoticed in the corridors of power.

The jewel in our crown during the year was undoubtedly our first national Conference in Leeds in May. From an initially modest idea, it swiftly took on a life of its own, with many supporters and stakeholders keen to join in. We took the attendees on a journey from the life of an individual Drop-In and what it could achieve right down at grassroots level, through the hard-lived experiences of some veterans of recent conflicts, to how ASDIC can knit the summation of all this nationwide activity into a force to be reckoned with. We were joined by sector and nationwide government departments, with senior representatives from Cobseo, DWP, the NHS and many others supporting our direction of travel. Many previously uninitiated individuals have since become firm friends and supporters, and there is no doubt that the wonders of virtual meetings will never replace the value and vibrancy of face-to-face discussions and networking. All agreed that greater collaboration is key!

We have many specific achievements in providing very real support to our community. With the willing support of Veterans UK, our VetCheck system for verifying an individual's previous service has been a huge success, often getting a simple result in less than 24 hours. We continue to introduce our bespoke online communication and networking platform, the ASDIC Community Hub, to our members and also intend to offer its facilities to participants in the Covenant Trust's VPPP programme. Wider audiences will be able to view the information and news items on the site. Our Regional structure is growing stronger with most Coordinators now in place and integrating into their local landscapes of veterans' support and activities. We still have much to do to refine our processes and smooth any rough edges, but we have some firm plans in place.

There is a sense that the sector has been waiting for the representative voice that ASDIC can provide for our small organisations, and there is a palpable feeling of enthusiasm for its support. The power of our many locally-based organisations is offering a new era for veterans' mental health and wellbeing support, breaking away from purely military networks and recognising that all our veterans have many fantastic service values and have so much to offer as they integrate back into our communities. If ASDIC can help strengthen the final steps of that transition, or those very many journeys, we shall have achieved our aim. Thank you all so very much for coming with us.

Tracy

Tracy Bryant, Chief Executive

The Trustees (who are also Directors of the Charity for the purposes of the Companies Act) present their report and financial statements of the charity for the year ended 31st July 2022. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) “Accounting and Reporting by Charities” (FRS 102) in preparing the Annual Report and Financial Statements of the charity. In doing so the Trustees have taken advantage in the exemption from providing a Strategic Report as the Company is defined as small.

Executive Summary

Mission Statement

ASDIC’s original foundation Mission Statement asserted that:

ASDIC will work to maximise the sustainability, resilience, effectiveness and delivery of Drop-In Centres and improve liaison with Breakfast Clubs across the United Kingdom to ensure that all vulnerable veterans receive swift and empathetic support, and that their needs are appreciated at higher levels.

This simple statement defined what ASDIC then was, and also what it was not. Despite the increasingly wide remit, ASDIC still has no ambition or intention to challenge or usurp the many well-established Service charities. However, during the year in question and certainly following the highly successful Conference in May 2022, it became increasingly apparent that while this original Statement remained core business, there was a far wider task to be fulfilled. ASDIC now believes that it has a unique role in coordinating and representing all the very many small and often community-based organisations contributing to the mental health and wellbeing of the entire veterans’ collective. While still ensuring that Drop-In activity is fully understood, appreciated and supported, we now integrate and cooperate with all these relevant existing organisations. This expanded Mission has been incorporated in an updated Business Plan and is described in more detail below.

Nonetheless, we intend to remain a very small and flexible core team. Each member has both specific and wider-ranging responsibilities but also a common understanding of aims, activities and progress, increasingly using social media and our bespoke online Community Hub to maintain contact and improve information and data flow with all associated parties. This integration and teamwork enables all staff to work across boundaries and cover for other members when required.

Development Activity

ASDIC operates both tactically and strategically across the whole of the UK. It covers all members of the Armed Forces and their families, both serving and former, as well as members of the Merchant Navy and the Emergency (‘blue-light’) services, and it deals with any reasonable mental health, welfare and/or social need. These wide responsibilities reflect a fairly unique and valuable position shared with only a few other organisations in the veterans’ welfare sector, and complements the work of, inter alia, the Office of Veterans’ Affairs (OVA), the Confederation of Service Charities (Cobseo), the Armed Forces Covenant Fund Trust (AFCT), the Forces in Mind Trust (FiMT) and the Veterans Advisory and Pension Committees (VAPCs). Close relationships with these organisations are therefore vital for ASDIC in developing and contributing to the UK-wide picture of need from their experience of all issues at the coalface. Some key themes from the ‘Strategy for Veterans’ (Nov 2018) paper formed the initial framework for ASDIC’s work, and we are now using the ‘Veterans’ Strategy Action Plan 2022 - 2024 (Jan 2022) as our primary policy guide. Indeed, we are concentrating on the Plan’s three main areas:

1. *Transforming Services for veterans. Improving services to make sure veterans and families have the support that they need.*

   - ASDIC advocates the provision of local support, integrated in local communities, and delivered by local veterans and charities, in partnership with other agencies.

   - The Drop-In Centres' work is based around local communities and relationships. ASDIC aims to enhance collaboration between these local groups and share best practice, networks and points of contact to enable the needs of veterans to be met and optimise on their potential.

2. *Understanding our veteran community – use data and research to ensure policy across government is rooted in robust evidence.*

   - ASDIC is now gathering and collating data, managing surveys and commissioning research on a routine basis, often from and with previously neglected veterans' areas. All results are forwarded to the Office for Veterans' Affairs (OVA), Cobseo and other authorities to widen the appreciation of the 'small organisations' community and the social value of the work they carry out.

3. *Recognising our veterans' contribution to society. Fully recognising all veterans' contributions to society, including those who may not have historically have felt their service was recognised, and challenging negative stereotypes.*

   - ASDIC Advocates the provision of local support, integrated in local communities, and delivered by local veterans and charities.

   - The Drop-In Centres' work values the role of Veterans in the running of drop-ins - they promote positive messages about the role of volunteering and the value this plays in local communities.

At the strategic level, ASDIC promotes regular liaison by supplying vital information on our member Drop-Ins and their operations to higher-level authorities. Extrapolation of a first formal survey of members revealed an extraordinary level of activity, with some 40,000 physical and 35000 virtual welfare interactions in one twelve-month period. We maintain an excellent liaison with established research organisations, particularly the Directory of Social Change (DSC) and strive to promote focused studies on the activities and impact of the smaller, community-based centres nationwide. All information is kept up to date and the future introduction of an interactive database will markedly improve this liaison and data exchange.

Our Regional Coordinators are encouraged to build and maintain their own lists of, and liaisons with, local assistance bodies, and these close links can often facilitate more rapid provision of relief.

The UK also has a vibrant grouping of Breakfast Clubs. These are not wholly dissimilar from Drop-Ins but tend to have greater emphasis on sociability and comradeship than making direct links with external welfare organisations. While these Clubs have their own membership organisations, they are also being encouraged to join ASDIC to ensure their coordinated voice can be joined synergistically with others and represented to higher authorities.

ASDIC also maintains informal but strong liaison at both the national and local levels with the wider matrix of any and all organisations which can offer assistance to veterans in need. These obviously include the large number of Armed Forces charities and small local community organisations but also local authorities, NHS services, Citizens' Advice Bureaux, and others. For some of these, membership will be appropriate and welcomed.

Objectives and Regional Activities

The objects of ASDIC as per the charity's governing document are as follows:

To provide assistance to and improve the wellbeing of the Beneficiaries (defined below) by improving the efficiency and effectiveness of Drop-In Centres for the public benefit, including but not limited to:

- promoting co-operation between Drop-Ins and promoting a network of communication, training and support;
- acting as a representative of Drop-Ins with statutory bodies and local and central government agencies; and
- setting best practice in service delivery and governance to ensure sustainability and resilience.

Beneficiaries are those persons who have been or shall be at any time members of the Armed Forces, veterans, their families, current and former members of the merchant navy and emergency services in the UK. We strongly believe that this wide definition allows ASDIC to respond flexibly and rapidly to the swiftly developing spectrum of smaller organisations which have evolved, particularly during and since the pandemic, within local communities.

While the Beneficiaries and over-riding Objectives are unlikely to change, the specific provisions of benefit will be amended and updated during the coming year as ASDIC's experience and influence grows within the sector.

In setting and advancing the objectives, the Trustees will always consider the Charity Commission's general guidance on public benefit.

A vital component in all these objectives has been the introduction of volunteer Regional Coordinators to act as our 'middle management' tier, and the introduction of a revised regional system. It has been instructive to observe the many different constructs by different authorities within the nation and it was tempting to follow the present NHS regions that would drive the VPPP programme but, given the sometimes transient nature of NHS areas, it has been decided that the longer-term objectives of ASDIC will be better served by adopting the more permanent national areas of the ONS and other government institutions. A developing closer liaison with Veterans UK and the VAPCs reinforces this decision.

Our Impact

Direct impact on our ultimate beneficiaries, those veterans most in need, is obviously delivered second-hand as we enable the many Drop-In centres and associated organisations to provide a better service on the front-line. However, ASDIC believes that we are having an ever-increasing national and first-hand impact in providing communication between Drop-Ins and Regional Coordinators in the community, and vastly improving liaison between more nationally focused agencies in government (eg DWP), the Ministry of Defence, Cobseo and the OVA, and other welfare charities. In particular, working with the Armed Forces

Covenant Fund Trust as a Strategic Lead within the VPPP programme, we have been able to act as an interlocutor between a wide spectrum of local interest groups and the wider national picture. This reflects ASDIC's unique ability to position itself as a small but agile and flexible unit, responding swiftly to inputs from all directions and effectively 'joining up the dots'. No other agency appears able or willing to fulfil this vital role.

Impact itself is a somewhat subjective concept, particularly when claimed by the perpetrator. Following the impressive groundwork undertaken by some Drop-Ins and as displayed at the Leeds Conference, it would be of immense value if a more standardised and objective evaluation and reporting mechanism was introduced across the sector. This would at least provide a more common assessment of the real monetary value of the huge volume of Social Prescription that goes on within each individual organisation. ASDIC will continue to lobby for the introduction of such a system.

In the wider sense of the appreciation of the Impact of the smaller organisations, external in-depth study is required of this sub-sector. Given the litany of research already carried out into much smaller but perhaps more vociferous veterans' groupings, such a study is long overdue, and ASDIC will maintain the pressure to secure targeted funding. It also looks forward to making a pivotal contribution to such a truer reflection of this largely unsung community.

Achievements and Performance

Regional Definition

As previously mentioned, the apparently simple task of designing and operating on a regional basis was more problematic than expected as ASDIC sought to optimise its relationships with the wider spectrum of Armed Forces' welfare organisations and, perhaps more importantly, national services such as the NHS with its own constantly changing construct. The County-based concept, as still used by some, was considered outdated and inefficient. It was wisely decided to align our regions with the long-standing national structure used by government and the ONS, on the basis that as national data gathering becomes of increasing importance, it can be viewed comparably with other nationwide inputs.

Advisory role for grant-making and other organisations on coal-face activity

It has been encouraging to form a relationship with wider grant-makers such as the Veterans' Foundation, which has sought ASDIC's opinion on the efficacy of their own grants and their impact on the efficiency of applicants. Similarly, ASDIC's advice has been requested by government agencies on the true and realistic impact on veterans of national issues such as the existential 'cost of living crisis'. It is believed that few other stakeholders have the ability to drill down sufficiently swiftly and accurately to produce hard-hitting observations directly from the coalface.

Leeds Conference May 2022

There is little argument that the highlight of the year for ASDIC was our introductory national Conference which took place at the Royal Armouries in Leeds over two days in early May. Under the auspices of the VPPP programme's aim to achieve greater visibility of both ASDIC's Strategic Lead role and the incredible contribution being made nationwide by the smaller organisations, the Conference became both an excellent networking opportunity and a chance to showcase the new ASDIC structure. The attendance reflected the spread of interest in this new player emerging from within a previously staid and conservative sector. The audience comprised a wide spectrum of our own members, governmental departments, and senior representatives from the overarching veterans' sector. Rarely had such a broad church been assembled, and there was clear enthusiasm from all attendees to mingle with those of whom they were aware but rarely had the chance to meet in person. The ability to convene such a gathering was a significant lesson for ASDIC, and one which we shall try hard to replicate in the future.

Briefing politicians & significant individuals

Every opportunity has been taken to provide personal briefings to high-profile individuals, sometimes by application and frequently by request. We have concentrated on those with direct application to the veterans' sector such as the various Veterans' Commissioners and the Chairmen of Veterans' Advisory and Pensions Committees. Having achieved greater understanding, the majority show enthusiasm and pledge support. A few, steeped in the traditions of longer-established organisations, question the need for ASDIC's new and informal approach and lack of a hierarchical structure. Time will tell, but ASDIC continues to stress that it should not and cannot replace other agencies but can certainly help them to improve their own delivery of services by warm referrals and easing their access to the realistic veterans' world.

Increasing membership and improving relationships with Regional Coordinators

ASDIC's membership continues to grow incrementally, having recovered from an understandable slowdown during the pandemic. We encourage new members to join with an increasing range of benefits and training packages, plus the visibility that we can give to grant-making programmes such as the AFCT VPPP packages. At the same time, as reported separately, we have also widened access to collegiate organisations within the VPPP programme; they share our aims and objectives, and ASDIC will be very ready to give them the representation that many presently lack. It has been stressed to all Regional Coordinators that our objectives must be as inclusive as possible; their main priority must be to assist any vulnerable veteran, and not feel hampered by artificial barriers and constraints imposed by external authorities.

Increasing visibility

Having spent most of the past year emerging from the restrictions of the pandemic, ASDIC now needs fully to celebrate the incredible successes that our Drop-In leaders and their staffs achieved during those hard months. While more established organisations retreated, ASDIC volunteers continued to go forward as far as possible, within the legal constraints, to help their contacts on the ground. There were so many classic examples of how local and flexible action can trump externally imposed but straitened restrictions, and this has immeasurably strengthened the case for gaining greater support for this sector.

There is a plethora of smaller armed forces welfare organisations wanting to help veterans both locally and nationally, and they are increasingly seeking ASDIC's help to do so. While this is hugely worthwhile, it is also time-consuming for a very small team and we must balance this very real call on our resources with the need to maintain a small and efficient team.

Representation of smaller organisations

It has become increasingly obvious that there is a large number of smaller welfare organisations that feel that they lack any voice or visibility within the more accepted and traditional corridors of power at national level. Given ASDIC's obvious higher-level contacts, albeit as a relatively new and tautly manned operation, several have suggested that we should eventually be able to act as a more formal conduit of representation. This is a flattering concept which ASDIC may be able to develop in the future when we have ourselves managed to improve our communications and data networks and have the ability to recruit more staff members. Nonetheless, we will discuss the initiative with Cobseo and the AFCT.

Risk Management

ASDIC strives to operate flexibly, with a minimum of formal strictures in place. Nonetheless, the appreciation and management of risk takes a high priority, particularly as the Association develops and expands its operations and new threats emerge. All the Association's members are independent, setting and policing their own standards and practices having all agreed to ASDIC's Code of Conduct, which is itself based on common sense and respect for others. This freedom of operation carries an inevitable degree of reputational risk to the Association itself, but this has not been found wanting during the first two years of operation. ASDIC continues to maintain a formal Risk Register covering the usual gamut of both objective and subjective threats and the measures proposed to deal with them should they arise, and this is regularly approved by the Trustees.

Financial Review

The charity has total income for the year, made up of grants and donations, totalling £231,203 (2021: £143,209). Of this amount £120,861 (2021: £35,520) related to restricted funds.

Expenditure for the year totalled £211,850 (2021: £73,992), giving a surplus of £19,353 (2021: £69,217). Total funds carried forward are £88,570 (2021: £69,217). Of these funds, £70,710 (2021: £49,197) are unrestricted, and £17,860 (2021: £20,020) are restricted. The restricted funds relate to balances on the Veterans Places, Pathways and People (VPPP) programme which commenced at the beginning of the previous year, plus also funds from the Veterans Foundation and the Utley Foundation in support of other fundamental parts of the VPPP Programme.

Reserves policy

While understanding and appreciating the normal Charity Commission advice on the need for all longer-standing charities to have a Reserves Policy, the Trustees have agreed that while ASDIC is a relatively new and evolving Association, it needs to deploy all existing resources from the generous AFCT and other grants to consolidate and grow its work with the expanding Drop-In community. This policy will pertain for the next couple of years but, while it is hoped that the essentiality of ASDIC's work will by then be self-evident, steps will be taken by mid-2023 to ensure that remaining funds from present grants will be adequate to ensure that any existing contractual or other responsibilities can be met if further grants are not forthcoming.

At 31 July 2022 the charity had unrestricted free reserves (that is unrestricted funds less fixed assets) of £68,497 (2021: £46,243).

Plans for the Future

As ASDIC enters its third year of independent operation, it remains determined to maintain and strengthen its own unique brand of grass-roots coordination and representation, but has also become committed to its newly perceived role of becoming the nationally appreciated voice of the 'small and medium' veterans' welfare organisations. Not alone in this task, it is hugely grateful for the strong support of the Veterans'

Foundation which, while having a wide range of other responsibilities, fully appreciates the representative needs of this vitally important body.

We are also most appreciative of the underpinning support of the Armed Forces Covenant Trust which realises that we have something different to offer within the complicated matrix of welfare support. They also appreciate the evolving importance of local and community-based integration in terms of the successful re-integration of veterans into the mainstream community.

This integral position does not need great innovation or huge initiatives but definitely requires internal reinforcement and some focused training to ensure that the new cadre of volunteer Regional Coordinators can operate with minimum effort but maximum effectiveness. The next year will be devoted to achieving this aim, enhanced by bringing the Community Hub, our new communication and messaging system, online and enabling our new member of staff to manage the more routine elements of membership, communications and data management.

It is clear that there are other strong and influential voices who recognise a coming tectonic shift within the long-stablished Armed Forces welfare scene. ASDIC will continue to support and encourage this dynamic movement, using hard-won objective evidence of need, best practice, return on investment and social prescription in an attempt to persuade all stakeholders that some realignment of available resource allocation could and should result in a more efficient, effective and equable provision of welfare across the sector.

<u>Structure, Management & Governance</u>

ASDIC is a charitable company limited by guarantee. It was incorporated on 8 July 2020 and obtained charitable status on 19 August 2020. It is governed by its memorandum and articles of association.

ASDIC's Board of Trustees numbers seven individuals with varied experience of the military and care disciplines, led by a Chair with much highly successful involvement with the Drop-In movement across Wales. With planned and staggered succession dates, the Board is well set to lead the Association for several years to come, but a structured and planned refreshment of Trustees will continue. New trustees are recruited by word of mouth and through the adverts within the Cobseo and NCVO newsletters. All applicants are interviewed by the CEO and Chairman prior to appointment.

The present management structure has evolved along with the perceived requirement since the present Chief Executive was appointed to lead the separation from VOS in late 2019. It presently numbers six individuals, with the Chief Executive and the Development Director remunerated full-time. As the task became more formalised over the past year, the Executive and Regional Directors, who were working and remunerated as part-time consultants, became employees. They both continue to contribute almost full-time effort. ASDIC also now employs a full-time Membership and Engagement Officer and a part-time Marketing and Communications Officer, enabling much better real-time liaison with the ever-increasing number of members and a constant and very relevant presence on social media.

Governance is conducted with a light touch while still fulfilling all legal requirements and normal good practice. There is frequent communication between the Chair of the Board and the CEO concerning operations, and the monthly accounts are agreed between the Chair, the Treasurer, the CEO and the Executive Director. ASDIC is aware of the Cobseo Governance Guidance and refers to that as necessary.

Trustees

The Directors of the company, who are also the Trustees for the purpose of charity law, are set out on Page 1 of this Report.

Statement of Trustees' Responsibilities

The trustees are responsible for preparing the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the surplus or deficit of the charitable company for that year. In preparing those 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 UK 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 charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

By Order of the Board

Dr David Trotman
Chairman

Date: 15 February 2023

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF ASDIC (Association of Service Drop-in Centres)

I report to the charity trustees on my examination of the financial statements ASDIC (Association of Service Drop-in Centres) for the year ended 31 July 2022.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

Samantha Wells
Lindeyer Francis Ferguson Limited
Chartered Accountants
North House
198 High Street
Tonbridge
Kent TN9 1BE

Date: 13 March 2023

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 JULY 2022

	Note	*2022 Unrestricted funds £*	*2022 Restricted funds £*	*2022 Total funds £*	*2021 Total funds £*
Income from:					
Grants and donations	3	110,342	120,861	231,203	143,209
Total		110,342	120,861	231,203	143,209
Expenditure on:					
Charitable activities	4	88,829	123,021	211,850	73,992
Total		88,829	123,021	211,850	73,992
Net movement in funds		21,513	(2,160)	19,353	69,217
Reconciliation of funds:					
Total funds brought forward		49,197	20,020	69,217	-
Total funds carried forward	9	70,710	17,860	88,570	69,217

BALANCE SHEET
AS AT 31 JULY 2022

	Note	*2022* *£*	*2022* *£*	*2021* *£*	*2021* *£*
Fixed assets					
Tangible assets	7		2,213		2,954
Current assets					
Prepayments		1,001		416	
Cash at bank and in hand		95,423		114,707	
		96,424		115,123	
Creditors: amounts falling due within one year	8	(10,067)		(48,860)	
Net current assets			86,357		66,263
Net assets			88,570		69,217
The funds of the charity:					
Unrestricted funds			70,710		49,197
Restricted funds			17,860		20,020
		9	88,570		69,217

For the financial period in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the period in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 15 February 2023 and are signed on its behalf by:

Dr D Trotman
Chair

Mr R Nield MBE
Treasurer

Company number: 12727846

1 ACCOUNTING POLICIES

Accounting convention

The financial statements have been prepared 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)" (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

There are no material uncertainties about the charity's ability to continue, and so the going concern basis of accounting has been adopted.

The financial statements are presented in pounds sterling and rounded to the nearest pound.

Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For donations this is usually on receipt. For grants, this is usually when a formal offer is made in writing, unless the grant contains terms and conditions outside of the charity's control which must be met before the charity is entitled to the funds. Where grants are received in response to a proposal including a budgeted timescale, such that the timescale for the expenditure is implicit in the grant agreement, the income is recognised in accordance with that timescale.

Gifts in-kind are recognised when the charity is entitled to the donated goods / services, the amount can be measured reliably, and the receipt is probable. Donated goods are measured at market value, and donated services are measured based on the amount that the charity would have had to pay in the open market to obtain the services.

Expenditure

Expenditure is recognised when a present legal or constructive obligation exists at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefits will be required to settle the obligation, and the amount can be estimated reliably.

The charity has one charitable activity (supporting Drop-In Centres) to which direct and support costs are allocated. Staff costs are allocated between direct and support costs on the basis of the staff members' job roles.

1 ACCOUNTING POLICIES continued

Expenditure
Support costs are those functions that assist the work of the charity but do not directly relate to the charitable activities, and include governance costs.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Restricted funds can only be used for the particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Tangible fixed assets and depreciation
Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated realisable value of each asset over its expected

Computer equipment	25% Reducing Balance

Assets costing less than £150 are not capitalised but are recognised as expenditure in the Statement of Financial Activities in the year incurred.

Financial instruments
The Charity only has financial instruments of a kind that qualify as basic financial instruments. Short term basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Employee benefits
The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the year to which the entitlement relates.

The Charity operates a defined contribution scheme for staff and contributions are charged to the income and expenditure account as they are incurred.

2 STATUS
Association of Service Drop-In Centres Ltd ('the charity') is a company limited by guarantee and registered charity incorporated in England and Wales. The members of the charity are the Trustees. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member.

The address of the charity's registered office and its place of business is Brydale, Wellesley Close, Crowborough, TN6 1QP

The charity changed its name on the 16th March 2022 from Association of Ex-Service Drop-In Centres to Association of Service Drop-In Centres.

3 INCOME FROM DONATIONS AND GRANTS

	2022	*2021*
	£	*£*
Donations and grants	231,203	139,324
Gifts in-kind	-	3,885
	231,203	143,209

Gifts in-kind included donated assets. In the prior period, £35,530 of the income from donations and grants was restricted.

4 EXPENDITURE ON CHARITABLE ACTIVITIES

	2022	*2021*
	£	*£*
Staff costs	85,568	38,504
Consultancy fees	75,677	22,484
Regional Workshops	21,587	-
Marketing	1,697	-
Support costs allocated (below)	27,321	13,004
	211,850	73,992

In the prior period, £15,500 of expenditure was from restricted funds

	2022	*2021*
	£	*£*
Support costs comprise:		
Travel and subsistence	15,288	2,679
Legal and professional fees	810	1,706
IT costs	1,913	2,449
Website costs	417	653
Subscriptions	4,432	636
Telephone	630	862
Catering	294	-
Bank charges	96	71
Depreciation	741	897
Governance costs		
Trustee meeting costs	-	651
Independent examiner's fees	2,520	1,800
Independent examiner's fees for other services	180	600
	27,321	13,004

5 NET MOVEMENT IN FUNDS

	2022	*2021*
	£	*£*
Net movement in funds is stated after charging:		
Depreciation	741	897
Independent examiner's fees	2,520	1,800
Independent examiner's fees for other services	180	600

6 STAFF COSTS

	2022	*2021*
	£	*£*
Gross salaries	79,645	34,000
Employer's pension contributions	1,825	926
Employer's National Insurance contributions	4,098	3,578
	85,568	38,504

There was no employees with employment benefits (excluding employer pension contributions) of more than £60,000.

The average number of employees on a headcount basis was 2 (2021: 1)

7 TANGIBLE FIXED ASSETS

	Computer equipment	*Total*
	£	*£*
Cost		
At 1 August 2021	3,851	3,851
At 31 July 2022	3,851	3,851
Depreciation		
At 1 August 2021	897	897
Charged for the period	741	741
At 31 July 2022	1,638	1,638
Net book value		
At 31 July 2021	2,954	2,954
At 31 July 2022	2,213	2,213

8 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	*2021*
	£	*£*
Tax and social security	2,854	1,329
Other creditors	61	-
Accruals	3,533	3,051
Deferred income	3,619	44,480
	10,067	48,860

Deferred grant income relates to grants where the application included budgets showing use in a future year.

	2022	*2021*
	£	*£*
Deferred income brought forward	44,480	-
Released during the period	(44,480)	-
Arising in the current year	3,619	44,480
Deferred income carried forward	3,619	44,480

9 MOVEMENT ON FUNDS

Current Year	*Brought forward*	*Income*	*Expenditure*	*Carried forward*
Unrestricted funds				
General funds	49,197	110,342	(88,829)	70,710
	49,197	110,342	(88,829)	70,710
Restricted funds				
Armed Forces Covenant Fund Trust	2,020	90,861	(83,892)	8,989
Veterans Foundation	18,000	-	(18,000)	-
Veterans Foundation - Conference		10,000	(10,000)	-
Veterans Foundation - Salaries		20,000	(11,129)	8,871
	20,020	120,861	(123,021)	17,860
	69,217	231,203	(211,850)	88,570

The grant from the Armed Forces Covenant Fund Trust is a multi year grant received for the Veterans' Places, Pathways and People Programme.

A grant was received from the Veterans Foundation to fund a six month development project to cover the costs of an experienced consultant to identify, acquire and establish an optimum relational database, develop an integrated membership package alongside further ASDIC marketing and branding to spread the Drop-In message, plus design a basic training matrix for all leaders and coordinators.

A £10,000 grant was received to cover the conference held in May 2022 with a further £20,000 received to cover the salary of a new Membership Officer.

Prior year	*Brought forward*	*Income*	*Expenditure*	*Carried forward*
Unrestricted funds				
General funds	-	107,689	(58,492)	49,197
	-	107,689	(58,492)	49,197
Restricted funds				
Armed Forces Covenant Fund Trust	-	5,520	(3,500)	2,020
Veterans Foundation	-	30,000	(12,000)	18,000
	-	35,520	(15,500)	20,020
	-	143,209	(73,992)	69,217

10 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	*Restricted funds £*	*Total funds £*
Fixed assets	2,213	-	2,213
Net current assets	68,497	17,860	86,357
	70,710	17,860	88,570

11 RELATED PARTY TRANSACTIONS

The key management personnel are considered to be the Trustees and the CEO - TD Bryant. Total remuneration to key management personnel in 2022 was £56,259 (2021: £38,504)

There were no Trustees' remuneration or other benefits during the current period.

Six trustees were reimbursed travel expenses amounting to £841 during the current period. (2021: Five trustees reimbursed £553)

Accounts

Charity number: 1190952
Company number: 12727846

ASSOCIATION OF EX-SERVICE DROP-IN CENTRES LIMITED

ALSO KNOWN AS
ASDIC

FINANCIAL STATEMENTS

for the period ended

31 July 2021

CONTENTS

LEGAL AND ADMINISTRATIVE INFORMATION

COMPANY NUMBER	12727846
REGISTERED CHARITY	1190952
TRUSTEES	Dr David Trotman (chairman) – appointed 08/07/2020 Mr Roger Nield MBE (Treasurer) – appointed 08/07/2020 Mr Howard John Davies – appointed 08/07/20 resigned 10/03/2021 Ms Annette Lindsay – appointed 21/06/2021 Lt Col Mac McPherson MBE – appointed 21/06/2021 Dr Andrea Morris – appointed 21/06/2021 Colonel Clive Newell OBE JP – appointed 08/07/2020 Ms Dorinda Wolfe Murray – appointed 08/07/2020
CHIEF EXECUTIVE	Mrs Tracy Bryant
EXECUTIVE DIRECTOR	Cdre Barry Bryant CVO RN
REGIONAL DIRECTOR	Capt Malcolm Farrow OBE RN
DEVELOPMENT DIRECTOR	Mr Christopher Toulmin
REGISTERED OFFICE	Brydale Wellesley Close Crowborough England TN6 1QP
BANKERS	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
INDEPENDENT EXAMINER	Samantha Wells Lindeyer Francis Ferguson Limited Chartered Accountants North House 198 High Street Tonbridge Kent TN9 1BE
SOLICITORS	Pothecary Witham Weld 84 Eccleston Square London SW1V 1PX

Chairman's Introduction

Through what has been an unprecedented year, I am pleased to report the significant development of ASDIC. Through hard work, dedication and determination by its staff and volunteers ASDIC has become a Registered Charity as well as a Limited Company.

With many thanks to Trustees and Management at Veterans Outreach Support, Portsmouth, in undertaking the overall fiscal care of ASDICs finances in the early stages of our organisational development, ASDIC now has its own independent banking, legal and accounting provision.

Although the COVID period limited ASDIC's Veterans' Drop-In communities from meeting face to face, ASDIC staff carried out planned regional meetings online as well as setting up a proactive network of Regional Coordinators to represent and support Drop-In Centres across the whole of the UK. These have been an invaluable point of contact for the 100 or so Centres who are now ASDIC members, giving mentoring and guidance during these isolating times.

I am also pleased that as I write, at last, ASDIC's Head Office is now a physical entity, despite being planned for over a year. Tracy and her team have now moved into permanent quarters at the RBLI Village at Aylesford, near Maidstone, Kent. Grateful thanks to all at RBLI for their pro bono provision of this vital accommodation.

ASDIC has developed its working role with UK Governing Bodies representing Veterans and Armed Forces Affairs; these include Cobseo, the Armed Forces Covenant Fund Trust, Veterans UK, and the Office of Veterans Affairs, as well as meetings with Armed Forces Commissioners across the UK, enabling the requirements and views of UK Drop-In Centres to be heard and discussed at higher policy levels.

We have also worked hard to establish a viable and relevant Trustees Board that brings direct experience and expertise in areas such as the establishment and development of Drop-In Centres, delivery of veterans' mental health services and related policy as well as longer term insights into the issues relating to transition out of the Armed Forces.

ASDIC can now look forward to testing its training program for Drop-Ins and Regional Coordinators with a view to supporting long term sustainability and viability of a vital frontline service for Veterans.

As COVID restrictions lift I do hope that I get the opportunity to meet you, and that you will see and use ASDIC as an essential point of contact regarding the development of your own work in supporting those requiring a helping hand. As a co-founder of a growing network of Drop-Ins and Veteran Hubs in Wales, I certainly have!

Dr David Trotman, Chair.

Chief Executive's Report

It is a huge privilege for me to introduce this first Annual Report for the Association of Ex-Service Drop-In Centres. One year ago, ASDIC had just emerged from the LIBOR Project parentage of the Veterans' Outreach Support (VOS) centre in Portsmouth, and the subsequent attainment of both limited company and registered charity status enabled us to confirm our independence with a three-year grant from the Armed Forces Covenant Fund Trust (AFCFT). Since then, life has not stood still!

Unfortunately, the pandemic restrictions brought a halt to the long-planned visit programme, and it's a huge regret to me that I have not managed personally to meet anything like as many Drop-In leaders or Regional Coordinators as I would have liked. Similarly, we were unable to move into our new permanent office situated in the RBLI Village at Aylesford, near Maidstone in Kent, and until recently ASDIC has been largely run from home! However, this has given us the opportunity to concentrate more on our own plans to strengthen and enlarge both the network itself and the services that we can begin to offer our members. All this will be reported in more detail later in this Report.

We have spent much time briefing influential individuals from the world of politics and the more well-established Armed Forces welfare sector, and there is little doubt that our image and influence are now much better appreciated. This was confirmed when we were welcomed to both Cobseo and Veterans Scotland membership shortly after our application. We have since worked closely with Cobseo, the AFCFT, elements of the NHS, personnel sections of the MoD and the Office for Veterans' Affairs (OVA) in terms of general information and on specifically targeted funding programmes. We were nominated as a Strategic Lead for the Veterans Places, Pathways and People (VPPP) programme, leading to a further Covenant Fund grant, and were also very fortunate to receive another grant from the Veterans' Foundation. This more positive funding picture has enabled us to strengthen our management team and regional activity and we have many plans for the coming year.

Recently, as the Covid threat has abated, Drop-In activity is beginning to pick up with much missed face to face communication, but it has become increasingly evident that there had also been a huge amount of energy, initiative and successful supporting activity in very many locations, despite the lockdown restrictions. I can only offer ASDIC's sincere thanks and congratulations to so many resourceful individuals who have done their very best to bring comfort to our vulnerable veterans during such a difficult period.

And so to an exciting future, with much work to do in the months ahead!

Tracy Bryant, Chief Executive

The Trustees (who are also Directors of the Charity for the purposes of the Companies Act) present their report and financial statements of the charity for the period ended 31st July 2021. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the Annual Report and Financial Statements of the charity. In doing so the Trustees have taken advantage in the exemption from providing a Strategic Report as the Company is defined as small.

Executive Summary

Mission Statement

ASDIC will work to maximise the sustainability, resilience, effectiveness and delivery of Drop-In Centres and improve liaison with Breakfast Clubs across the United Kingdom to ensure that all vulnerable veterans receive swift and empathetic support, and that their needs are appreciated at higher levels.

This simple statement defines what ASDIC is and also what it is not. Despite the very wide remit, we have no ambition or intention to challenge or usurp the many well-established Service charities; we believe that we have a unique role in coordinating and representing our relatively new field of operations and ensuring that Drop-In activity is understood and appreciated, and we wish to integrate and cooperate with all relevant existing organisations.

We intend to remain a very small and flexible core team. Each member has both specific and wider-ranging responsibilities but also a common understanding of aims, activities and progress, using technology to maintain contact with all associated parties. We are also developing a bespoke communication and messaging system to improve information and data flow.

Development Activity

ASDIC operates both tactically and strategically across the whole of the UK. It covers all members of the Armed Forces, both serving and former, as well as members of the Merchant Navy and the Emergency ('blue-light') services, and it deals with any reasonable welfare and/or social need. These wide responsibilities reflect a fairly unique and valuable position shared with only a few other organisations in the veterans' welfare sector, and complements the work of, inter alia, the Confederation of Service Charities (Cobseo), the Armed Forces Covenant Fund Trust (AFCT), Veterans Gateway, Forces in Mind Trust (FiMT) and the Veterans Advisory and Pension Committees (VAPCs). Close relationships with these organisations are therefore vital for ASDIC in developing the UK-wide picture of need from their experience of all issues at the coalface. Some key themes from the 'Strategy for Veterans (Nov2018)' paper have formed a background to ASDIC's work, and we look forward to the forthcoming Veterans Strategy Action Plan.

At the strategic level and given the very important links with Veterans Gateway and the Map of Need, ASDIC promotes regular liaison by supplying vital information on our member Drop-Ins and their contact and operating information for inclusion on these websites. This information is then used by the Veterans Gateway helpdesk for signposting and by veterans themselves when searching for help online. It is essential that this information is kept up to date and the introduction of the new online Community Hub system will markedly improve this liaison and data exchange.

ASDIC also maintains informal liaison at both the national and local levels with the wider matrix of any and all organisations which can offer assistance to veterans in need. These obviously include the large number of Armed Forces charities but also local authorities, NHS services, Citizens' Advice Bureaux, and others.

Our Regional Coordinators are encouraged to build and maintain their own lists of, and liaisons with, local assistance bodies, and these close links can often facilitate more rapid provision of relief.

The UK also has a vibrant grouping of Breakfast Clubs. These are not wholly dissimilar from Drop-Ins but tend to concentrate more on sociability and comradeship than making direct links with external welfare organisations. However, there is frequently some degree of overlap in operation, and ASDIC maintains a close liaison with their opposite numbers in the Breakfast Club community.

Objectives and Regional Activities

The objects of ASDIC as per the charity's governing document is as follows:

To provide assistance to and improve the wellbeing of the Beneficiaries (defined below) by improving the efficiency and effectiveness of Drop-In Centres for the public benefit, including but not limited to:

- promoting co-operation between Drop-Ins and promoting a network of communication, training and support;
- acting as a representative of Drop-Ins with statutory bodies and local and central government agencies; and
- setting best practice in service delivery and governance to ensure sustainability and resilience.

Beneficiaries are those persons who have been or shall be at any time members of the Armed Forces, veterans, their families, current and former members of the merchant navy and emergency services in the UK.

In setting the objectives, the Trustees have considered the Charity Commission's general guidance on public benefit.

A vital component in all these objectives has been the introduction of volunteer Regional Coordinators to act as our 'middle management' tier, and the recent introduction of a revised regional system. It has been instructive to observe the many different constructs of the nation by different authorities, and it was tempting to follow the present NHS regions that would drive the VPPP programme but, given the sometimes transient nature of NHS areas, it has been decided that the longer-term objectives of ASDIC will be better served by adopting the more permanent national areas of the ONS and other government institutions. A developing closer liaison with Veterans UK and the VAPCs reinforces this decision.

Our Impact

Our direct impact on our ultimate beneficiaries, those veterans in need, is obviously delivered second-hand as we enable the many Drop-In centres to provide a better service on the front-line. However, ASDIC believes that we are having an ever-increasing impact in providing communication between Drop-Ins and Regional Coordinators in the community, and vastly improving liaison between more nationally focused agencies in government (eg DWP), the Ministry of Defence, Cobseo and the OVA, and other welfare charities. In particular, working with the Armed Forces Covenant Fund Trust programmes, we have been able to act as an interlocutor between a wide spectrum of local interest groups and the wider national picture. This reflects ASDIC's unique ability to position itself as a small but agile and flexible unit, responding swiftly to inputs from all directions and effectively 'joining up the dots'.

Achievements and Performance

Getting set up from a low baseline

Perhaps ASDIC's greatest achievement in this first formal year of operations as an independent identity has been proving our worth as a necessary body able to coordinate support for our members and represent their unique front-line feedback at the highest levels of veterans' management in the UK.

Regional Definition

As mentioned elsewhere, the apparently simple task of designing and operating on a regional basis has become more problematic than expected as ASDIC has iteratively sought to optimise its relationships with the wider spectrum of AF welfare organisations and, latterly and perhaps more importantly, national services such as the NHS. After much debate, it has been decided to align our regions with the long-standing national regions used by government and the ONS, on the basis that as national data gathering becomes of increasing importance, it can be viewed comparably with other nationwide inputs.

Advisory role for grant-making organisations on coal-face activity

It has been encouraging to form a relationship with wider grant-makers such as the Veterans' Foundation, who have sought ASDIC's opinion on the efficacy of their own grants and their impact on the efficiency of applicants.

Contributor to national projects

ASDIC has been delighted to be invited to join more long-established authorities as a Strategic Lead within the latest AFCT programme to establish a lasting legacy of safe places, pathways and people that will come together during the next two years in a network of like-minded agencies providing a holistic service to the whole veterans' community.

Briefing politicians & significant individuals

Every opportunity has been taken to provide personal briefings to high-profile individuals, sometimes by application and frequently by request. Having achieved greater understanding, the majority show enthusiasm and pledge support. A few, steeped in the traditions of longer-established organisations, question the need for ASDIC's new and informal approach and lack of a hierarchical structure. Time will tell, but ASDIC continues to stress that it should not and cannot replace other agencies, but it can certainly help them to improve their own delivery of services by signposting and easing veterans' contactability.

Increasing membership and improving relationships with Regional Coordinators

ASDIC's membership continues to grow, albeit more slowly over the past year as the pandemic has restricted activities. We encourage Drop-Ins to join with an increasing range of benefits and training packages, plus the visibility that we can give to grant-making programmes such as the recent AFCT packages.

Increasing visibility

Despite the limitations imposed by the pandemic, there is little doubt that knowledge and appreciation of ASDIC's activities continues to spread incrementally. There is a plethora of smaller armed forces welfare organisations wanting to help veterans both locally and nationally, and they are increasingly seeking ASDIC's help to do so. While this is hugely worthwhile, it is also time-consuming for a very small team, and we will shortly be introducing a more efficient communications and messaging system to assist.

Representation of smaller organisations

It has become increasingly obvious that there is a large number of smaller welfare organisations that feel that they lack any voice or visibility within the more accepted and traditional corridors of power at national level. Given ASDIC's obvious higher-level contacts, albeit as a relatively new and tautly manned operation, several have suggested that we may be able to act as a conduit of representation. This is a flattering concept which ASDIC may be able to develop in the future when we have ourselves managed to improve our communications and data networks and have the ability to recruit more staff members. Nonetheless, we will discuss the initiative with Cobseo and the AFCT.

Risk Management

ASDIC strives to operate flexibly, with a minimum of formal strictures in place. Nonetheless, the appreciation and management of risk takes a high priority, particularly as the Association develops and expands its operations and new threats emerge. All the Association's members are independent, setting and policing their own standards and practices having all agreed to ASDIC's Code of Conduct, which is itself based on common sense and respect for others. This freedom of operation carries an inevitable degree of reputational risk to the Association itself but has not been found wanting during the first year of operation. ASDIC does maintain a formal Risk Register covering the usual gamut of both objective and subjective threats and the measures proposed to deal with them should they arise, and this is regularly approved by the Trustees.

Financial Review

The charity has total income for the period, made up of grants and donations, totalling £143,209. Of this amount £35,520 related to restricted funds.

Expenditure for the period totalled £73,992, giving net incoming resources of £69,217. Total funds carried forward are £69,217. Of these funds, £49,197 are unrestricted, and £20,020 are restricted. The restricted funds relate to balances on the Veterans Places, Pathways and People Programme which only commenced at the period end, and also funds from the Veterans Foundation for a development project.

Reserves policy

While understanding and appreciating the normal Charity Commission advice on the need for all longer-standing charities to have a Reserves Policy, the Trustees have agreed that while ASDIC is a new and evolving Association, it needs to deploy all existing resources from the generous AFCT grants to consolidate and grow its work with the expanding Drop-In community. This policy will pertain for the next couple of years but, while it is hoped that the essentiality of ASDIC's work will by then be self-evident, steps will be taken by mid-2023 to ensure that remaining funds from present grants will be adequate to ensure that any existing contractual or other responsibilities can be met if further grants are not forthcoming.

At 31 July 2021 the charity had unrestricted free reserves (that is unrestricted funds less fixed assets) of £46,243.

Plans for the Future

As ASDIC enters its second year of independent operation, it remains determined to maintain and strengthen its own unique brand of grass-roots coordination and representation. We are hugely grateful for the underpinning support of the AFCT, who realise that we have something different to offer within the complicated matrix of welfare support, and they also appreciate the evolving importance of local and community based integration in terms of the successful re-integration of veterans into the mainstream community.

This integral position does not need great innovation or huge initiatives but definitely requires internal reinforcement and some focused training to ensure that the new cadre of volunteer Regional Coordinators can operate with minimum effort but maximum effectiveness. The next year will be devoted to achieving this aim, enhanced by bringing our new communication and messaging system online and recruiting one more member of staff to manage the more routine elements of membership, communications and data management.

Structure, Management & Governance

ASDIC is a charitable company limited by guarantee. It was incorporated on 8 July 2020 and obtained charitable status on 19 August 2020. It is governed by its memorandum and articles of association.

ASDIC's Board of Trustees now numbers seven individuals with varied experience of the military and care disciplines, led by a Chair with much highly successful involvement with the Drop-In movement across Wales. With planned and staggered succession dates, the Board is well set to lead the Association for several years to come.

Three of the original five ASDIC trustees were drawn from members of the previous Veterans Outreach Support (VOS) Steering Group. New trustees are recruited by word of mouth and through the adverts within the Cobseo newsletters. All applicants are interviewed by the CEO and Chairman prior to appointment.

The present management structure has evolved with the perceived requirement since the present Chief Executive was appointed to lead the separation from VOS in late 2019. It presently numbers four individuals, with the Chief Executive and the Development Director remunerated full-time and the Executive and Regional Directors working and remunerated as part-time consultants, although actually contributing full-time effort. Earlier in the year, Covid precluded the recruitment of an office/communications manager/membership secretary. In hindsight this was fortunate as the scope of the role has increased, allowing for better definition of the requirement. Hopefully an appointment will be made in early 2022.

Governance is conducted with a light touch while still fulfilling all legal requirements and normal good practice. There is frequent communication between the Chair of the Board and the CEO concerning operations, and the monthly accounts are agreed between the Chair, the Treasurer, the CEO and the Executive Director. ASDIC is aware of the Cobseo Governance Guidance and refers to that as necessary.

Trustees

The Directors of the company, who are also the Trustees for the purpose of charity law, are set out on Page 1 of this Report.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are responsible for preparing the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the surplus or deficit of the charitable company for that period. In preparing those 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 UK 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 charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

By Order of the Board

Dr David Trotman
Chairman

Date: 3 February 2022

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF ASDIC (Association of Ex-Service Drop-in Centre)

I report to the charity trustees on my examination of the financial statements ASDIC (Association of Ex-Service Drop-in Centre) for the period ended 31 July 2021.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

Samantha Wells
Lindeyer Francis Ferguson Limited
Chartered Accountants
North House
198 High Street
Tonbridge
Kent TN9 1BE

Date: 16 February 2022

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE PERIOD ENDED 31 JULY 2021

	Note	*2021 Unrestricted funds £*	*2021 Restricted funds £*	*2021 Total funds £*
Income from:				
Grants and donations	3	107,689	35,520	143,209
Total		107,689	35,520	143,209
Expenditure on:				
Charitable activities	4	58,492	15,500	73,992
Total		58,492	15,500	73,992
Net income and net movement in funds		49,197	20,020	69,217
Reconciliation of funds:				
Total funds brought forward		-	-	-
Total funds carried forward	9	49,197	20,020	69,217

BALANCE SHEET
AS AT 31 JULY 2021

	Note	*2021* £	*2021* £
Fixed assets			
Tangible assets	7		2,954
Current assets			
Prepayments		416	
Cash at bank and in hand		114,707	
		115,123	
Creditors: amounts falling due within one year	8	(48,860)	
Net current assets			66,263
Net assets			69,217
The funds of the charity:			
Unrestricted funds			49,197
Restricted funds			20,020
		9	69,217

For the financial period in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the period in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 3 February 2022 and are signed on its behalf by:

Dr D Trotman
Chair

Mr R Nield MBE
Treasurer

Company number: 12727846

1 ACCOUNTING POLICIES

Accounting convention

The financial statements have been prepared 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)" (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

There are no material uncertainties about the charity's ability to continue, and so the going concern basis of accounting has been adopted.

The financial statements are presented in pounds sterling and rounded to the nearest pound.

The financial statements are prepared from the date of incorporation of 8 July 2020 and are therefore for a 13 month period.

Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For donations this is usually on receipt. For grants, this is usually when a formal offer is made in writing, unless the grant contains terms and conditions outside of the charity's control which must be met before the charity is entitled to the funds. Where grants are received in response to a proposal including a budgeted timescale, such that the timescale for the expenditure is implicit in the grant agreement, the income is recognised in accordance with that timescale.

Gifts in-kind are recognised when the charity is entitled to the donated goods / services, the amount can be measured reliably, and the receipt is probable. Donated goods are measured at market value, and donated services are measured based on the amount that the charity would have had to pay in the open market to obtain the services.

Expenditure

Expenditure is recognised when a present legal or constructive obligation exists at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefits will be required to settle the obligation, and the amount can be estimated reliably.

The charity has one charitable activity (supporting Drop-In Centres) to which direct and support costs are allocated. Staff costs are allocated between direct and support costs on the basis of the staff members' job roles.

1 ACCOUNTING POLICIES continued

Expenditure
Support costs are those functions that assist the work of the charity but do not directly relate to the charitable activities, and include governance costs.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Restricted funds can only be used for the particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

Computer equipment	25% Reducing Balance

Assets costing less than £150 are not capitalised but are recognised as expenditure in the Statement of Financial Activities in the year incurred.

Financial instruments
The Charity only has financial instruments of a kind that qualify as basic financial instruments. Short term basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Employee benefits
The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the year to which the entitlement relates.

The Charity operates a defined contribution scheme for staff and contributions are charged to the income and expenditure account as they are incurred.

2 STATUS
Association of ex-Service Drop-In Centres limited ('the charity') is a company limited by guarantee and registered charity incorporated in England and Wales. The members of the charity are the Trustees. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member.

The address of the charity's registered office and its place of business is Brydale, Wellesley Close, Crowborough, TN6 1QP

3 INCOME FROM DONATIONS AND GRANTS

	2021
	£
Donations and grants	139,324
Gifts in-kind	3,885
	143,209

Gifts in-kind included donated assets.

4 EXPENDITURE ON CHARITABLE ACTIVITIES

	2021
	£
Staff costs	38,504
Consultancy fees	22,484
Support costs allocated (below)	13,004
	73,992

	2021
	£
Support costs comprise:	
Travel and subsistence	2,679
Legal and professional fees	1,706
IT costs	2,449
Website costs	653
Subscriptions	636
Telephone	862
Bank charges	71
Depreciation	897
Governance costs	
Trustee meeting costs	651
Independent examiner's fees	1,800
Independent examiner's fees for other services	600
	13,004

5 NET INCOME AND NET MOVEMENT IN FUNDS

	2021
	£
Net income and net movement in funds is stated after charging:	
Depreciation	897
Independent examiner's fees	1,800
Independent examiner's fees for other services	600

6 STAFF COSTS

	2021
	£
Gross salaries	34,000
Employer's pension contributions	926
Employer's National Insurance contributions	3,578
	38,504

There was no employees with employment benefits (excluding employer pension contributions) of more than £60,000.

The average number of employees on a headcount basis was 1.

7 TANGIBLE FIXED ASSETS

	Computer equipment	*Total*
	£	*£*
Cost		
Additions	3,851	3,851
At 31 July 2021	3,851	3,851
Depreciation		
Charged for the period	897	897
At 31 July 2021	897	897
Net book value		
At 31 July 2021	2,954	2,954

8 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021
	£
Tax and social security	1,329
Accruals	3,051
Deferred income	44,480
	48,860

Deferred grant income relates to grants where the application included budgets showing use in a future year.

9 MOVEMENT ON FUNDS

	Brought forward	*Income*	*Expenditure*	*Carried forward*
Unrestricted funds				
General funds	-	107,689	(58,492)	49,197
	-	107,689	(58,492)	49,197
Restricted funds				
Armed Forces Covenant Fund Trust	-	5,520	(3,500)	2,020
Veterans Foundation	-	30,000	(12,000)	18,000
	-	35,520	(15,500)	20,020
	-	143,209	(73,992)	69,217

The grant from the Armed Forces Covenant Fund Trust is a multi year grant received for the Veterans' Places, Pathways and People Programme.

A grant was received from the Veterans Foundation to fund a six month development project to cover the costs of an experienced consultant to identify, acquire and establish an optimum relational database, develop an integrated membership package alongside further ASDIC marketing and branding to spread the Drop-In message, plus design a basic training matrix for all leaders and coordinators.

10 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	*Restricted funds £*	*Total funds £*
Fixed assets	2,954	-	2,954
Net current assets	46,243	20,020	66,263
	49,197	20,020	69,217

11 RELATED PARTY TRANSACTIONS

The key management personnel are considered to be the Trustees and the CEO - TD Bryant. Total remuneration to key management personnel in 2021 was £38,504.

There were no Trustees' remuneration or other benefits during the current period.

Five trustees were reimbursed travel expenses amounting to £553 during the current period.