

**THE
POPPY
FACTORY**

ANNUAL REPORT & ACCOUNTS

To 30 September 2024

THE ROYAL BRITISH LEGION POPPY FACTORY LTD. TRADING AS THE POPPY FACTORY



GLOSSARY OF TERMS

AFCFT	Armed Forces Covenant Fund Trust
DMWS	Defence Medical Welfare Service
NHS	National Health Service
VPPP	Veterans’ Places, Pathways and People programme
HSJ	Health Service Journal

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A YEAR IN REVIEW

Perspectives from our Leadership Team

AMANDA SHEPARD, CHIEF EXECUTIVE

Amanda leads day to day operations, making sure we deliver on our vision and strategy.

Securing work after leaving the Armed Forces can be incredibly difficult. Although most veterans transition well, others face barriers such as poor physical or mental health and homelessness. In recent times, it may have felt, for many, as if those barriers have been getting higher.

Our work as a specialist employment service for the Armed Forces community has never been needed more. Last year a record number, more than 1,000 veterans, received our employment support for the first time. We hit another record, with 551 veterans registering with our services.

It was down to the hard work of our team, for which I am incredibly grateful. It was also helped by our drive to expand our services. One example is our Navigator service, which ran in more locations. It enabled us to reach those at the very start of their journey to employment too.

Another factor was our continued collaboration, including with NHS partners, who referred more veterans to our services than ever before. Winning a Health Service Journal award is



testament to the real impact we are having by working alongside healthcare professionals.

Partnerships like this are an example of how we are delivering broader outcomes than just employment, but also health and wellbeing. Employment is life-affirming in more ways too, bringing confidence, connection with the community and a sense of purpose.

In the coming year, we will continue to double down on delivering these broader outcomes to help veterans and their families thrive. I am thankful to all the partners who work with us, and look forward to strengthening collaboration by taking the lead in delivering the Thrive Together programme.

ALISTAIR KETT, CHAIR

Alistair oversees our governance and board of trustees, so that our charity runs effectively and responsibly.

Since 1922, our factory and the poppies created here, have symbolised the story of our charity. Anyone who visited our Richmond headquarters in the last 12 months will have seen first-hand how busy we are. We welcomed visitor centre and VIP guests, met with partners and corporate volunteers, held staff and volunteer workshops and more. Thank you to everyone who worked so hard to make this happen.

All of this activity supports our mission today: employment support for the whole Armed Forces community. Over the year, we took huge strides in writing this modern chapter in our story – to reach more veterans and their families, in more ways and in more regions.

It was rewarding to see the charity's plans for further development of our Veteran and Family Services bearing fruit. Hundreds of veterans and their family members, up and down the country, not only found employment but a new sense of purpose.

This wouldn't have been possible without financial security. We are grateful for the generous backing of our military funders, trusts and foundations and corporate partners. By letting all of our office spaces and estate flats, we generated vital income to secure our services too.

My thanks go out to the hardworking team at The Poppy Factory, and to the veterans and family members who started new jobs or have taken positive steps towards employment. We look forward to building on this success story in the coming year.

SURGEON REAR ADMIRAL LIONEL JARVIS, PRESIDENT

Lionel is our charity's lead ambassador, who also champions our unique role in Remembrance.

Global events in the last 12 months have shown once again how vital it is that we continue to acknowledge the sacrifices of all those who selflessly give their lives in service.

The Poppy Factory continued to be tremendously proud of its role in maintaining the Remembrance tradition. The hard work of our production team members was exemplary. Though poppies are most visible in November, our team worked throughout the year to create thousands of wreaths and poppies for memorial services across the UK, and beyond.

In our commitment to environmental sustainability, we started to use all-paper poppies in our wreaths. We worked closely with our partners at The Royal British Legion to overcome initial practical challenges. Just as the poppy itself has changed over time, we reflected on how our charity has evolved to meet the changing needs of veterans today.

We are proud and humbled that Her Majesty The Queen has agreed to continue in her role as our Patron, after a decade of support to the charity. In February, we were deeply honoured to join Her Majesty for a reception at Clarence House when we looked back on how much has been achieved over the last 100 years, in a deferred celebration of our centenary.

It was also an enormous privilege to have Her Royal Highness The Duchess of Gloucester, representing The Queen, attend the opening of the 2024 Field of Remembrance in the grounds of Westminster Abbey. We now look forward to 2026, when we will celebrate 100 years since moving to Richmond upon Thames.

OBJECTIVES

Our strategic aim is to support veterans with health conditions and their families on their journey towards employment. Our objectives are underpinned by data, continually reviewed to ensure the work of our charity is delivered effectively and the objectives are being met. Here are our objectives for 2023-24, and for the coming year.

STRATEGIC REVIEW

In 2024/25 we will refresh our overall strategy to better reflect the breadth and depth of our impact and our outcomes with veterans and their families. Our strategic review objectives are to:

- Examine how our support brings greater stability and health and wellbeing benefits that go beyond employment.
- Develop an economic model to increase future sustainable funding.
- Develop a partner and stakeholder strategy to support the delivery of our modern mission, to support members of the Armed Forces community on their journey into employment.



SUPPORTING VETERANS AND FAMILIES

- Continue delivering our Veteran and Family Services, maintaining a highly effective, person-centred approach. One-to-one support was provided to over 1,100 veterans and family members in 2023-24.
- Further develop our Veterans Employment Service, Families Employment Service and Navigator Service, supporting positive mental health and wellbeing, increased independence and improved employment opportunities for veterans and family members. In 2023-24, we began offering Navigator in South Wales. In 2025, we will extend the service to London and the Midlands.
- Lead the Thrive Together programme, working with partners across London as part of the national programme funded by The Armed Forces Covenant Fund Trust. Activity to support the programme began in 2024 and will continue next year, including detailed engagement work.
- Continue supporting veterans with health conditions and dependants through employment at our Richmond factory, making specialist wreaths and Remembrance symbols. Our Production team grew in 2023/24, making 75,000 wreaths and 120,000 large poppies, with similar output expected in 2024/25.

PARTNERSHIPS

- Strengthen existing networks to improve the range and accessibility of support for all veterans. This was reflected in record registrations and referrals to our services last year, continuing an upward trend.
- Continue delivering our services alongside primary and secondary care and NHS veteran services. Our Health Service Journal award win in November 2024 recognised the continued strength of our NHS partnerships.
- Continue building referral pathways and relationships within the Thrive Together programme and the London Armed Forces Network. This is a key focus of our work for 2024/25.
- Share the impact of our evidence-based services and encourage continued support and funding of our work. This was achieved last year through reports to our funding partners, and in successful applications for new grants for the coming year.



MONITORING, EVALUATING AND IMPROVING

- Continue developing our monitoring and evaluation programme so that we further understand our impact, identifying areas for service development to better meet the needs of veterans and their families. Detailed data gave us a fuller understanding (see p12-15) in 2023/24, on which we will continue to build.
- Ensure veterans' voices and lived experience are at the heart of our service development and delivery. This continues to be driven by close one-to-one support and detailed feedback.

INCOME GENERATION

- Further develop a diverse and sustainable income base to support service delivery and veteran support, building on the strong financial foundation that we established in 2023/24.
- Generate and maximise income from all aspects of our Richmond estate, including continued commercial lets at market rates.

THOUGHT LEADERSHIP

- Continue to share our knowledge and insight and to positively influence government, veterans, veterans' organisations, employers and wider funders and partners, with the aim of improving services and opportunities for veterans. This was achieved in 2023/24 through meetings and events, media activity and extensive engagement and outreach work, which will continue in the year ahead.

HIGHLIGHTS OF THE YEAR

REACHING MORE VETERANS THAN EVER

We've seen record numbers of veterans and their family members registering for our services, more than 1,100 overall. This increase follows our drive to reach more veterans through partnerships with other organisations and professionals who work with them.

We were delighted to be appointed as portfolio lead for Thrive Together (formally known as Veterans Places, Pathways and People) in London. We lead funded partners with the aim of building enduring, resilient networks and pathways to ensure veterans and their families receive timely and effective support.



ROYAL COMMITMENT

In May, we were deeply proud and honoured to announce that Her Majesty Queen Camilla had been confirmed as our Patron. The Queen became Patron of The Poppy Factory in 2013, visiting our historic Richmond home soon afterwards as The Duchess of Cornwall.

In the decade since, Her Majesty has been a steadfast supporter of our work. We are extremely thankful for her continued support as our Patron as we work to help many more veterans and family members on their journey towards employment.



HEALTHY PARTNERSHIP WITH NHS

We were delighted to win an HSJ (Health Service Journal) Award in November 2024, in recognition of our outstanding contribution to healthcare and health improvement for the Armed Forces community.

Among the veterans registered for our services, 4 in 5 have a mental health condition and 1 in 2 has a physical health issue. Yet back in 2020, fewer than 1 in 6 referrals came from the NHS. In 2021, we started working with NHS England and local NHS services to reach more veterans. Last year, NHS referrals had increased by nearly 200%, to 1 in 3.

By reaching more people, sooner, we're helping more veterans and their families to improve their health and wellbeing. They can feel happier in themselves, more confident and more connected in their communities.

EXPANDING OUR REACH

In February, we launched Navigator Cymru with the support of the Armed Forces Covenant Fund Trust. It built on the success of our Navigator work to reduce isolation and loneliness, build confidence and create stability for veterans in London, Cheshire and Merseyside.



Navigator Cymru offers up to six months of person-centred support for veterans who live in Gwent and are experiencing isolation, loneliness and poor mental or physical health.

DOING VETERANS PROUD

In June, Pride Month, we reflected on the long journey to acceptance for LGBT+ members of the Armed Forces community. Between 1967-2000 there was a ban on homosexuality in the Armed Forces, for which the government has only recently apologised, after an independent review.

Over the years, many of those affected have struggled to find or stay in civilian employment. But as past wrongs are now being righted, we made sure that our life-changing support is accessible to everyone who needs it – encouraging veterans and their family members to register for our specialist employment support.



VETERAN AND FAMILY SERVICES

With the ambition of our growing team, we are delivering more support to more veterans and their family members than ever across our expanded range of services – 1,124 people in 2023/24.

We met our ambition of reaching more veterans earlier in their journey to employment. We further extended employment services for family members who, in their search for employment, often have to juggle the responsibilities of caring for a veteran and young children.

More than a job

Specialist support and meaningful employment can be truly life-changing, significantly improving confidence, financial security and health and wellbeing.

VETERANS EMPLOYMENT SERVICE

A record number of 973 veterans registered for our Veterans Employment Service. We increased our efforts to ensure more veterans, and other professionals working with them, knew about our specialist employment service.

One example is the launch of a monthly online forum for professionals who also work with veterans. They learned more about our specialist

services and how easy it was to refer veterans to us for expert employment support.

One third of our referrals came from the NHS, in a number of areas across England and Wales. Our partnership with GPs and mental health teams means they can strongly recommend our employment support to ex-Forces patients.

NEW – POPPY PATHWAYS

Following a successful trial in June 2024, we introduced a pilot programme called Poppy Pathways. It offered veterans a free work placement in The Poppy Factory.

It was an opportunity to connect with others and gain hand-on experience with our production team. It also included support with CVs, job applications, to build confidence, learn essential skills and become more employment-ready.

NAVIGATOR SERVICE

In our work as a specialist employment charity, we know that many veterans experience loneliness and poor mental or physical health. Last year, 64% told us they felt isolated socially, with 30% needing support with insecure housing or homelessness.

Our specialist Navigator service helps veterans improve their health and wellbeing, by taking part in meaningful activities and connecting with others to become work-ready. We saw 45 new registrations this year, the first full year of our service.

During the year, we expanded our service into South Wales. We have recently secured funding to further expand this service into Birmingham, The Solent and London.



Army veteran John Molleneux was referred to Navigator in Merseyside when he was battling to escape alcohol addiction. Our Navigator, Pete Rhodes, helped John improve his mental wellbeing, to the point where John could take control of his housing difficulties and move into a new home.

A referral on to Andrew Pickersgill in our employment team helped John to continue moving forward. Initially John did some volunteering and then he secured a new job with Wirral Borough Council, transporting school children with disabilities.

John is one of nine veterans who, last year, made the transition from the lowest point in their life to find secure employment, independence and happiness. "I feel great about myself and I'm happy with myself," said John.

FAMILIES EMPLOYMENT SERVICE

We offer a dedicated family service with our partners The Ripple Pond. Half of the family members who come to us are already in employment. They need support to improve their job or find something new, to fit around caring for a family member who has served. Last year, we supported 91 people who wanted to improve their employment prospects. We saw 56 new family members registering and expanded our service by an additional practitioner, to help meet demand.



In 2001 Sarah's son Kieran, a former Royal Marine, suffered a severe brain injury. He moved in with Sarah and because she cared for him in the evenings and at weekends,

Sarah needed to find a job with regular daytime hours and some flexibility.

Our Families Employment Specialist Sara Goody worked with Sarah to find suitable roles and to prepare for interviews. Sarah secured a job as a GP Link Worker for children and young people. "Sara was so passionate about being able to find me a new role and gave me so much encouragement," said Sarah.

PHILLIP

A NEW KIND OF SERVICE

Between 1982 and 2004, Phillip Gordon served as an ordnance specialist in the British Army. He saw active service in Bosnia, Kosovo and Iraq. When Phillip left the Armed Forces, he found work in the logistics sector as a warehouse manager.

What seemed like a successful transition into civilian life came to a halt when Phillip developed post-traumatic stress disorder (PTSD). We supported him through difficult times, and now he is helping other veterans facing similar challenges.

TIME TO ADAPT

Phillip said: "I'm proud of my time in the Army. But I have PTSD from my service". Our partners at NHS Veterans Wales supported Phillip when he first developed PTSD.

He reflected on how his mentor Damon, from NHS Veterans Wales, helped him in those early days. Damon organised a breakfast club which sounded simple, but it motivated Phillip to go out of the house every day. Damon introduced Phillip to wood carving. Phillip said: "It takes your mind off everything – you can just concentrate on the piece of wood you're working on."

MOVING FORWARD

It was Damon who put Phillip in touch with Kirsty, his Employment Consultant at The Poppy Factory. Phillip said: "Kirsty found me courses to go on and I threw myself into mental health first aid and learning about anxiety, depression, and wellbeing. I wanted to have the right skills to move forward."

Whenever he wanted to talk, Kirsty was at the end of the phone. He felt he was talking to a good friend. She made Phillip feel he was the only person she was dealing with, even though she helped lots of other veterans. "She was brilliant and I can't thank her enough," Phillip said.

SERVING OTHERS

Having received Kirsty's comprehensive support at The Poppy Factory, Phillip felt confident to move on. He secured a job as a housing support worker with the charity Alabaré, which supports veterans who are homeless.

He now helps veterans on the journey they need to take, until they're able to get their own property. It's not only about finding a house, Phillip helps veterans build resilience, confidence, skills and wellbeing through the charity's Boots on the Ground programme.



After his experience at The Poppy Factory, Phillip is well qualified for this job. "When I'm talking to the people I work with, I introduce myself as a veteran and I talk to them about my journey, which helps build up a bit of rapport."

He understands what they are going through and tries to break down the barriers that they've built and get them communicating. He said that the objective is to try to keep things moving forward.

BOND OF BROTHERS

Phillip was motivated to help others due to his own experience of PTSD and the support he received. When a colleague, who had been highly effective in his job began to withdraw, Phillip saw signs of PTSD. He stepped in and gave him help and support early on.

"It gave me a good feeling afterwards, I felt like I'd really helped and had influenced someone's life in a positive way. With the right support, he came back to the way he had been before," said Phillip.



OUR IMPACT

THE BIG PICTURE

1,124 Veterans and Family Members supported in total

ACROSS OUR SERVICES

Number of individuals supported

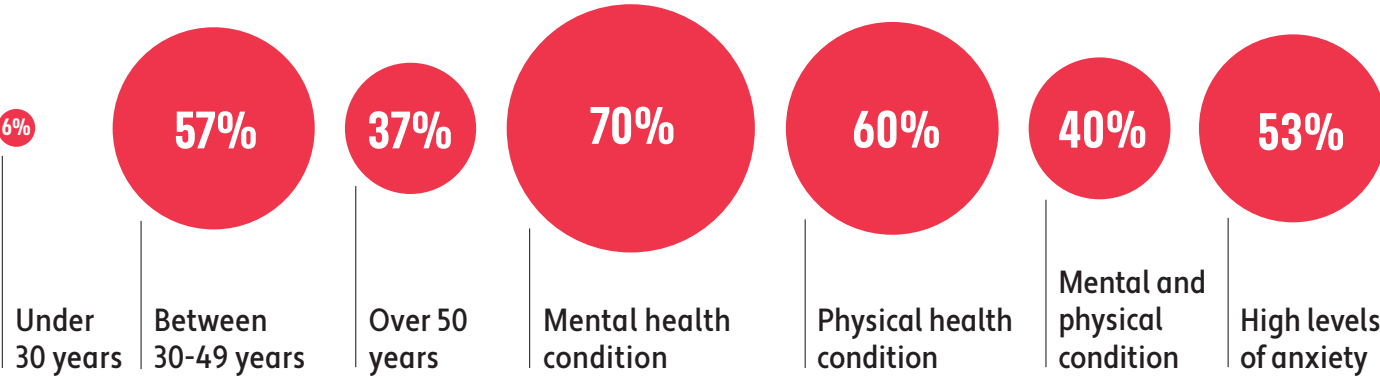
973 Veterans Employment Service

60 Navigator Service

91 Families Employment Service

VETERANS EMPLOYMENT SERVICE

Who came to us for support?



Average life satisfaction
ONS index)
Low 5.05 (745 Nationally)

Demand for our service
continues to grow
New registrations:

Year	Registrations
2020/21	445
2021/22	498
2022/23	531
2023/24	552

1 in 3 Referred by the NHS

Outcomes: Financial stability, community and purpose

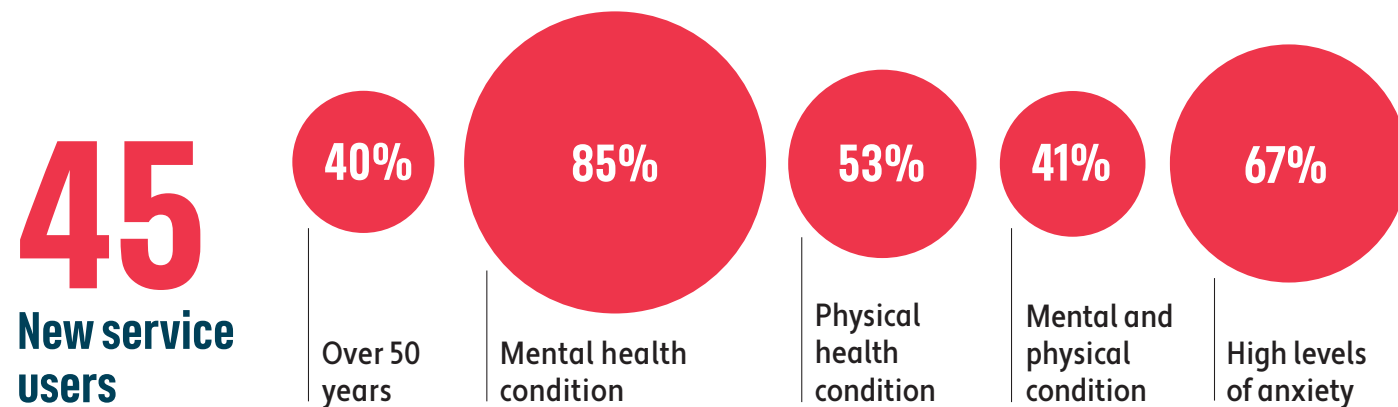
Metric	Value
New registrations highest number yet	552
Jobs started - 6% increase	319
Training courses started	121
Supported in education	8
Started volunteering roles	31
Undertook work placements/trials	23

Outcomes: Health, wellbeing and confidence

Metric	Value
Improved in job skills or experience	65%
Improved stability	52%
Improved aspiration and motivation	60%
Improved health and wellbeing	59%

NAVIGATOR SERVICE

Who came to us for support?



Average life satisfaction
ONS index)

Low 3.82 (745 Nationally)

50%

Referred by the NHS

Including our two partners NHS Veterans Wales and Cheshire and Wirral Partnership Foundation Trust.

Outcomes: Financial stability, community and purpose

73%

Achieved their primary goals for using the service

19%

Transferred to our employment service

9%

Have found work – of those who transferred to our employment service

56%

Improvement in housing situation

72%

Improvement in friends and community

Outcomes: Health, wellbeing and confidence

88%

Improvement in trust and hope

88%

Improvement in identity and self esteem

92%

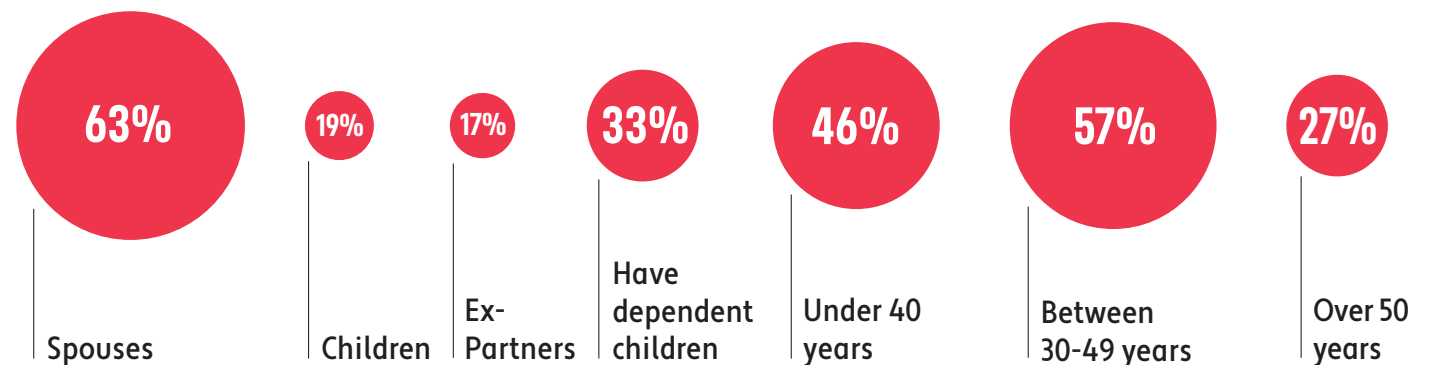
Improvement in use of time

92%

Improvement in managing mental health

FAMILIES EMPLOYMENT SERVICE

Who came to us for support?



1 in 5

Unemployed for over 1 year

Average life satisfaction
ONS index)

Low 5.95 (745 Nationally)

51%

Referred by The Ripple Pond
Our established partner

Outcomes: Financial stability, community and purpose

56

New service users registered

46

Jobs started or retained

4

Started volunteering roles

Outcomes: Health, wellbeing and confidence

90%

Improved in 2+ of their goals

60%

Improved job skills or experience

65%

Improved stability

40%

Improved aspiration and motivation

75%

Improved health and wellbeing

INSIDE THE POPPY FACTORY

The Poppy Factory is where our charity started and it is an important part of our heritage.

This year, we welcomed over 3,600 people through the doors of our visitor centre in Richmond upon Thames. They learned about the Remembrance tradition, the growth of our unique factory community and how it laid the foundation for the extensive employment service that we offer veterans and their families today.



Since the 1920s, our charity has helped veterans with health conditions into employment. Today our factory team still works hard to make Remembrance wreaths that are laid in services around the world. Last year, they made around 75,000 wreaths and 120,000 large decorative poppies.

Visitors watched poppies being made, got hands-on with poppy-making and took the opportunity to explore our exhibition. This year, visitors could see important changes to our exhibition, including a historic letter written by our founder, Major George Howson, and a box of vintage 1930s silk flowers that were rediscovered in South Africa by a Richmond resident. Undoubted other highlights include the Royal wreaths that we designed and now produce for Their Majesties King Charles III and Queen Camilla, and His Royal Highness The Prince of Wales.

INSPIRATIONAL VETERAN

In June, we ran a special discovery session to mark Armed Forces Week. Visitors watched a new film featuring 101-year-old RAF veteran Denis

Eggleton. Denis joined a communications unit of the RAF and went on to serve at Scapa Flow, at air defence sites across England, in France after D-Day and in Germany as the war ended.

Some visitors were delighted to meet Denis in person too, when he made a special trip to The Poppy Factory. He reflected on his wartime experiences and remembered those whose own lives were cut short by conflict.

VIP VISITS

It was an honour to welcome two senior public figures to The Poppy Factory to mark Remembrance at the start and close of our financial year: The Mayor of London, Sadiq Khan, in November 2023 and the Secretary of State for Defence, John Healey, in November 2024. The two leaders were hosted by our Chief Executive, Amanda Shepard, and each met members of our production team, creating poppies and wreaths under the guidance of veterans and recording short films to acknowledge the contribution made by the team and the wider work of our charity, throughout the year.



“It was a real privilege to visit The Poppy Factory and see the poppies and wreaths being made, and to appreciate all the effort and craftsmanship that contributes to these moments when our nation comes together each year.”
Sir Trevor Brooking

of our production team, in November 2023. Alex is a life-long West Ham fan and a veteran of the Royal Green Jackets and French Foreign Legion.

The trio chatted to the team, tried their hand making poppies and helped to manufacture the three wreaths that were then hung at the London Stadium to commemorate all those lost in conflict at home and around the world. They included a wreath to remember the First World War service of the heroic West Ham Pals Battalion.

Following in their footsteps, West Ham United’s first team players Jarrod Bowen and Max Kilman then paid a visit in November 2024, joined by star and former player Anton Ferdinand. This time, the experience of meeting Alex and the team and completing the club’s wreaths was captured on camera for the BBC’s The One Show, which broadcast a moving film at the end of October.

HAT-TRICK OF SUPPORT

A different set of VIPs also bookended the year as we welcomed the stars of West Ham United’s past, present and future, for annual visits to meet our factory team and pay tribute to our charity’s history and ongoing work.

Sir Trevor Brooking, current first team star Ben Johnson, and Academy scholar, Ollie Scarles, were shown around by Alex Conway, a member



WHERE THE PAST... MEETS THE FUTURE

Visitors can see how the essence of our work at The Poppy Factory has helped us grow into the employment service we are today. Now we support more veterans, who have served in more recent conflicts, to find work all over England and Wales. We help them find confidence, community and purpose too.

WHAT VISITORS DISCOVER

Visitors learn how the first injured veterans came to work at The Poppy Factory and helped build the Remembrance tradition. They hear how our charity has evolved to help today’s veterans find work too. Visitors also have the chance to craft their own wreaths and poppies.



Visitor Centre in Numbers

Over
3,600
Visitors

117
Group Visits

Including
40
Discovery Sessions

PRODUCTION 2024

Ever since the 1920s, veterans in our factory team have worked hard all year round to make Remembrance wreaths that are laid in services around the world. Last year, our busy team made 75,000 wreaths by hand, which were bespoke to regiments, units and organisations.

Poppies are emblems of Remembrance, and also symbols of renewal. For 2024, renewal took on a literal meaning. For the first time, our team used fully recyclable poppy petals to make wreaths. It was part of our, and The Royal British Legion’s, commitment to reducing carbon emissions and increasing sustainability.

Making wreaths continued to provide our production workers with meaningful employment and a unique role in the nation’s Remembrance. But it went beyond simply having a job. Being part of our team offered camaraderie, confidence and a sense of purpose. These are the very things that many veterans lose after leaving the Armed Forces.

One of our production workers, Alex, suffered with PTSD having served in the military at home and abroad for over 25 years. He has worked in our factory for seven years, making around 50 wreaths a day. Alex said: “The fact that I came to The Poppy Factory probably saved my life. I was spiralling downhill, it’s helped me massively.”

Alex and other members of the team also played a key role in welcoming guests at our factory’s visitor centre. They not only demonstrated their wreath-making skills, but also supervised guests who wished to try their hand at wreath-making.

Offering veterans new opportunities at The Poppy Factory has always been at the heart of what we do. Today it is part of our proud heritage

and the foundation for our wider work – as an employment service, for veterans and their families, right across the country.

THE FIELD OF REMEMBRANCE

The Poppy Factory organises the Field of Remembrance at Westminster Abbey every November to commemorate those who have lost their lives in the Armed Forces. On 7 November 2024, over 1,000 guests gathered for the opening of the Field of Remembrance by Her Royal Highness The Duchess of Gloucester, representing Her Majesty The Queen. More than 40,000 tributes were laid out with care, attention and respect.

Thousands of crosses and symbols, with individual messages, combined in tribute to all those who gave their lives in the service of others. It is a tradition that was established in 1928 by the founder of The Poppy Factory, Major George Howson. He felt strongly that ordinary servicemen and women, and the public, should have a dedicated place to remember their loved ones. It was he who suggested using land outside Westminster Abbey, which is now this place of collective memorial.

We would like to thank our dedicated team of workers and volunteers for their hard work in ensuring this important tradition is upheld.



Production Work in Numbers

75,000 wreaths	361 Royal and special wreaths	20+ bespoke wreaths (on request)	655,500 crosses and tributes of all faiths and none
120,000 large decorative poppies	17 production workers including special wreath makers worked on the order throughout the year		

FUNDING OUR WORK

The Poppy Factory supports veterans and family members on their journey towards employment for as long as it takes. With that commitment comes a fundraising challenge: to ensure that those services remain well-resourced and sustainable, with the opportunity to grow further as demand rises across diverse Armed Forces communities.

Our earned income is substantial thanks to combined contributions from our commercial and residential tenants on the Richmond estate, and through the visitor centre. This income covers our support and administrative costs, enabling us to focus on funding the Veteran and Family Services through grants from partner charities, companies, trusts and foundations, and through

donations from our supporters. As a result, all funds donated to The Poppy Factory have a direct impact for veterans and their families, helping them to change their lives.

We are grateful for all the funding, gifts in kind and other contributions from our partners and supporters in 2023-24.

MAJOR SUPPORTERS



GRANT FUNDING PARTNERS

MILITARY CHARITIES

We are proud to work closely and effectively with other military charities and grateful for the vital funding they provide. Our partners include the Army Benevolent Fund, who are providing major support towards our employment service for Army veterans and training grants to individual veterans accessing the service.

TRUSTS & LIVERY COMPANIES

Trusts and foundations provided vital contributions towards our veterans and families services this year, helping them overcome barriers to work, thrive in civilian jobs and re-connect with their communities. Once again, we were delighted to receive support from a wide range of supporters, towards our services as a whole or specific areas of work.

The Armed Forces Covenant Fund Trust continues to fund our work leading the Thrive Together programme (formerly Veterans' Places, Pathways and People) in London, which aims to improve collaboration in the sector and build resilient networks of support for veterans with mental health needs. The Trust is also supporting our Families Employment Service and Navigator Service through its Reaching and Supporting Armed Forces Communities Programme.

CORPORATE PARTNERS

Our Richmond headquarters was once again a focus of activity for our corporate partners in 2023-24, with many of our supporters choosing to take part in corporate volunteering sessions or hire our visitor centre and boardroom for off-site meetings and events. We are grateful for their boundless energy and enthusiasm, and for their important contributions towards the funding of our Veteran and Family Services. We were delighted to commence working with new corporate partner PA Consulting this year. PA are providing significant support towards our employment service, while contributing valuable volunteering and pro bono support to our team. We would particularly like to thank those partners who contributed substantial funds this year, including Salesforce, Bloomberg and TJC. Our thanks also go to other corporate partners including State Street for encouraging staff members to raise funds and volunteer their time in support of veterans and families.

We would also like to thank our friends in the Richmond-upon-Thames community, including Visit Richmond, Richmond Council, Be Richmond and the Museum of Richmond.

TRUST SUPPORTERS

We'd like to thank all of our supporters, with special thanks to the following:

The Anson Charitable Trust
Austin and Hope Pilkington Charity
David King Charitable Trust
Garfield Weston Foundation
The G C Gibson Charitable Trust
The Hodge Foundation
John Scott Charitable Trust
The Lancashire Foundation

The Lennox Hannay Charitable Trust
The MacRobert Trust
Moondance Foundation
The Princess Anne's Charities Trust
Queen Mary's Roehampton Trust
The Tallow Chandlers' Company
Veterans' Foundation



FUNDRAISING CHAMPIONS

We are hugely grateful to all those supporters who chose to raise funds in groups or individually, and whose efforts helped veterans to change their lives through employment in 2023-24. Special thanks go to the team from CAF Rail UK and Newton Heath who climbed the Yorkshire 3 Peaks in September, and to the Master Locksmiths Association for holding a fundraising dinner.

RESPONSIBLE FUNDRAISING

Those who give funds to support veterans with health conditions through The Poppy Factory can be assured that we comply with the regulatory standards for fundraising. Our charity is registered with the Fundraising Regulator and we are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice, which covers the requirements charities must follow as set out in the Charities Act 2016. All

direct fundraising is done by our own team – we do not outsource any of our activity to third parties. Several of our in-house fundraising team are members of the Institute of Fundraising. We do not target individuals in the street or through direct marketing. Any public fundraising is limited to voluntary donations, such as through our website or through occasional bucket collections carried out by our own staff and volunteers. We encourage our corporate partners, and

other organisations, groups and individuals, to organise their own fundraising events on behalf of The Poppy Factory. Our team provides resources, information and guidance to support these events as appropriate, to ensure that all activity falls within the Code of Fundraising Practice. No complaints regarding fundraising were received during the year.


CARL

POWERING FORWARD WITH CONFIDENCE

Former Sergeant Major Carl Roberts worked his way up the ranks in the Mercian Regiment and the Royal Electrical and Mechanical Engineers. He served around the world including in Northern Ireland, Iraq and Afghanistan.

When he left Service he started his own training company, but he experienced difficulties at work and at home. Carl found specialist help through our employment support and has now secured a rewarding new role. Read here how it's transformed his life and his perspective.

CHALLENGING TIMES

As Sergeant Major, Carl held a high-ranking and respected role in the Army. He said: "There were a lot of challenging times in the Army, and some scary times serving as a sharpshooter."

On leaving Service, he put his idea of setting up a training company into action. Everything was going to plan, but then he was completely thrown off course. He explained: "When I came out of the Forces I set up my own training company, but then Covid hit."

It proved to be a pivotal moment. "That's when things started to spiral out of control," he said, "I started drinking more. I was bored and things just snowballed and got out of hand, and I lost a relationship."

NEW CONNECTIONS

Carl was in and out of jobs in the construction industry. He was homeless when he contacted Op COURAGE, an NHS wraparound service

which helps veterans with their needs including accommodation, their finances and also their mental health and physical health.

We work closely with the NHS to reach and support more veterans. It was through our connection with the NHS that Carl heard about The Poppy Factory, and he got in touch with us.

"At that point I'd been diagnosed with complex PTSD, and I'd had some specialist therapy which helped to clear things up. I knew I needed a sounding board and some help with CV writing. I needed to have more self-esteem, take care of myself, lay off drinking and stop overthinking," said Carl.

EMPLOYING SKILLS

"Everything felt really hard until I started meeting Andrew, my Employment Consultant, and then he put everything into perspective," Carl told us.

Through Andrew's specialist support, Carl secured a job as a Principal Project Manager for health

and safety at the SeAH Wind factory in Teesside, one of the biggest wind factories in the world. With skills and qualifications gained in the Army, Carl found he had all the qualifications required for the role.

"I interact with a lot of different teams at work. I might have meetings with sub-contractors to see how we can improve welfare and wellbeing. A lot of the people on site get on with me, because of my background in the military, and my upbringing on a council estate also helps me connect with others," he explained.

"When I'm out on site and I see someone conducting a task incorrectly, I'll stop and speak to them. I'll take them away from the situation and get them to look at it through my lens, so they can understand the risk. It's good to be able to give back some of the knowledge that I have."

Without Andrew's support, Carl said he wouldn't have known how to get started. "Employment support is a great facility that enables people like me to take the next step," said Carl. "I'm enjoying the work, the money is good and the job is a perfect fit for my skills," he added.

VIEWPOINT: Our Employment Consultant

Andrew Pickersgill, who worked with Carl, said: "From our very first meeting it was clear to see Carl had quite a proactive mindset, yet was a little lost with his overall direction and lacking a little confidence. He responded swiftly to all the information, advice, and guidance provided from our first meeting and throughout – so positively that he secured employment just over a month after our first meeting."

"It was a pleasure to be able to help Carl obtain funding from the Army Benevolent Fund and provide the equipment he needed to start his new role. And, having reviewed things recently, it's a real pleasure to see how happy Carl is with his job, and with life in general. It's a testament to his proactivity, hard work and commitment."



HELPING JANEY TO MAKE A FRESH START

Janey had been going through a difficult break-up with her partner, a former soldier, when her work also became very stressful. The Ripple Pond offered the support network she urgently needed and The Poppy Factory helped her rebuild her confidence enough to move forward. Now Janey is thriving in a new job and embracing new challenges.

A DIFFICULT SEPARATION

Janey was with her former partner, who had served in the Army, for a long time. He had been suffering from complex PTSD before they met, and their relationship became very difficult. "He wouldn't face things, he would just run away from them," said Janey. "It got really bad and I kept pushing him to go and get help, but he didn't want it."

"My partner's uncle became ill and when he passed away, it pushed him over the edge. He would go into strange moods and wouldn't talk to me for weeks on end. It put a huge emotional strain on our relationship. One day he just slammed the phone down on me, and that was the last I heard from him."

Janey later had brief contact with her former partner again. Before that, she became very worried for his safety and had few people to turn to for support. It was then that she was first put in touch with The Ripple Pond.

Janey said: "I was worried sick in case something bad had happened. I rang up someone for help and they put me in touch with The Ripple Pond, who have been fantastic. They put me on the group chat and they would check in on me regularly to make sure I was OK."

NEW SUPPORT NETWORK

The wealth of shared experience offered by The Ripple Pond community also gave Janey a huge boost when she faced a difficult time in her job. "Having that support and seeing what others were going through was so helpful," she said. "I felt that some of those girls had been through so much, and it's great to know there are people there who you can talk to and who understand what you're going through."

"I'd been having a rough time at work. I was in my old administration job for 16 years, then things started to become a lot more difficult. It felt like I was having to do my own job and take on everyone else's work as well. Things got so bad that I nearly had a breakdown."

The close working partnership between The Ripple Pond and The Poppy Factory made it very easy for Janey to find further one-to-one support from Sara Goody, one of our Families Employment Specialists.

"She's been fantastic," said Janey. "I could talk to Sara about everything that I was going through and she was always so calm whenever I got upset."

REBUILDING CONFIDENCE

Sara was able to help Janey see a new way forward and consider her options for a fresh start. They worked together to look for opportunities with a new employer.

Janey said: "At the start of 2024 I decided to leave my job because I just couldn't do it anymore. Sara helped me through everything. We looked at my CV and I built a lot more self-confidence."

In the summer I started a new job as a Business Support Coordinator with Kent County Council. I work with people who are being discharged early from prison. My new manager is so supportive, always encouraging me to take on training courses and telling me I'm a real asset to the team.

"I love what I do now. I've never worked with a nicer bunch of people. I would never have got this job without Sara's help. My confidence had been at an all-time low, and she helped me build it back up again."



FINANCIAL REVIEW

FINANCIAL PERFORMANCE

Summary

A strong financial performance over the last 12 months enabled us to continue developing and expanding our national Veteran & Family Services, fulfilling our ambition to reach more members of the Armed Forces community than ever before. The successful delivery of these services, as highlighted in the Impact section of this report, accounted for the highest proportion of expenditure on charitable activities at £1,888k (2023 £1,727k).

All fundraised income is used exclusively for the delivery of our Veteran & Family Services, with total income from grants and other donations at £892k this year. (2023 £892k). Our central costs and a contribution to the cost of our national services also came through income from our property portfolio, including commercial lets of flats and office space on our Richmond upon Thames estate, and through income from our visitor centre (detailed in our Income section below).

Our Veteran & Family Services remain a fundraising priority for 2025 as we seek to reach more members of the Armed Forces community, in regions where our support is most needed.

The net expenditure before gains for the year is a deficit of £344k (2023 £667k). This includes £393k of depreciation charge in the year. The total income for the charity was £4.6m (2023 £4.5m) and the total expenditure for the year was £4.9m (2023 £5.2m).

At year-end, the level of the General Funds for the charity had improved to £2.4m. (2023 £2.2m)

Outlook

The Poppy Factory Council has approved a deficit

budget for the year to September 2025, in order to further expand the services we offer and provide life-changing support to greater numbers of veterans and family members. While this investment will be underwritten by our reserves, we will continue to seek increased grants and donations and higher net return from our estate.

Income

The total income for the charity was £4.6m (2023 £4.5m) and the total expenditure for the year was £4.9m (2023 £5.2m).

The income from charitable activities was £1,666k (2023 £2,081k) and was made up of:

- £1,295k Appeal Order income (2023 £1,519k)
The Appeal Order income is used exclusively to produce wreaths and symbols for The Royal British Legion. The income from the Appeal Order matches the costs of the production.
- £250k London VPPP lead income (2023 £436k)
- £121k Beneficiary flats income (2023 £126k)

The total income from donations and legacies was £892k (2023 £892k) providing essential funding to further the work we do with our Veteran and Family Services.

The total income from other activities was £91k (2023 £114k) This was generated through activity in the visitor centre, enabling members of the public to make a contribution towards our Veteran and Family Services while learning about the history and growth of the charity, and its continued role in Remembrance.

The total income from investments, including property, was £1,951k (2023 £1,456k) and included £964k Office income, £968k Open market residential property income.

Expenses

Total expenditure for the year was £4,944k (2023 £5,211k)

The expenditure on charitable activities was £3,534k (2023 £3,813k), and comprised:

- £1,888k Veteran and Families Services, including £127k depreciation (2023 £1,727k)
- £1,443k Appeal order costs, including £148k depreciation (2023 £1,673k)
- £155k London VPPP – disbursed grants to partners (2023 £350k)
- £49k Beneficiary flats expenses (2023 £62k)

The expenditure on raising funds was £1,410k (2023 £1,398k) and comprised:

- £595k Open-market property costs (2023 £431k)
- £438k Office rental costs (2023 £585k)
- £218k Visitor Centre costs, including £117k depreciation (2023 £218k)
- £159k Fundraising costs (2023 £164k)

Net expenditure before gains

The net expenditure before gains for the period, including £393k of depreciation charges, was £344k, compared to the total net expenditure before gains for the period to 30 September 2023 of £667k.

Cash and liquid investments

The overall cash balance increased by £157k to £1,420k, with £109k of the increase from operating activities, and £47k of the increase from investment activities.

Including other investments, the total cash and liquid investments held was £3,041k.

INVESTMENTS

Fixed assets

The fixed assets include the main factory office buildings and residential flats on the Richmond

upon Thames estate that are let on a beneficiary basis, with an estimated historical value of £255,001.

Investments

Our investment properties comprise 47 flats that are let on the open market, with rents set on professional advice from the Charity’s letting agents. The objective is to ensure a sustainable and increasing income from these properties to cover our central costs and to contribute more to our Veterans and Families Services.

These properties are carried on the balance sheet at their estimated market value. The assumptions used by the Trustees to estimate the market value at 30 September 2024 have been refined following an independent review of the fair value of the full residential estate and now take better account of the impact on the value of the properties of the existing tenancies. The estimated open market value of the residential flats at 30 September 2024 is £23.2m (2023: £28.3m). The revaluation has resulted in a reduction in the revaluation reserve of £5.1m.

Other Investments

Funds not required in the short to medium term are invested partly in deposit accounts over a suitable period with an institution with an investment grade ‘A’ credit rating.

During the year, funds were invested with Close Brothers Asset Management (CBAM). The total funds increased by £174k to £1,621k. The return-on-investment objective is CPI plus 3% over the medium term, which was substantially exceeded in the year to 30 Sept 2024, with a total 12% gain in the year (September 2024 CPI was 1.7%). This is the strong investment performance for some years. The performance of our investment funds will continue to be monitored against industry benchmarks. The carrying value of investments is adjusted to market value at year-end.

GENERAL FUNDS AND RESERVES

The Council approved the reserves policy, which is reviewed annually. The General Reserve is to

enable The Poppy Factory to continue to deliver its services in the event of an unexpected fall in income.

The General Reserve should be maintained to cover: budgeted beneficiary employment and indirect costs for the factory for 9 months following the balance sheet date; a sum to cover building emergencies on the estate, to ensure that it remains revenue-producing; and 6 months planned costs for employment support, to ensure that commitments can be honoured in the event of a significant reduction in income.

The current reserves target is £2.2m, and the free reserves are £2.4m. With planned investment in frontline services (and therefore a deficit), the general fund is expected to be brought into line with the reserves target within 1 year.

As at 30 September 2024, the total funds of the charity were £30.0m (2023: £35.3m). After taking into account of the revaluation of investment properties and investments, the charity had unrestricted funds of £29.7m (2023: £35.0m). Of the £29.7m, £27.3m (2023: £32.8m) is revaluation reserve and designated funds. The revaluation reserve of £23.2m (2023: £28.3m) is related to that part of the residential estate classified as investment property and described above.

PRINCIPAL RISKS AND UNCERTAINTIES

The Poppy Factory maintains a robust risk management process, where risks are identified and classified according to the likelihood and the potential impact of the risk event. For each risk, the appropriate risk responses are determined. The changing risk landscape is monitored, the risk register is reviewed each month by the Executive team and related risks are reviewed by the relevant committees. The key risks are presented to the Council at each meeting.

The key risks identified for The Poppy Factory relate to:

- Safety and wellbeing of the veterans and family members we support, our staff and volunteers
- Sustainable, optimised estate income
- Unexpected drop in fundraised income
- Macroeconomic environment
- Cyber Security

People safety and wellbeing – Our clients may face complex personal circumstances, which impact on their health and wellbeing and at times may pose a risk to themselves and others. We have a comprehensive suite of procedures to ensure clients are supported in a safe and appropriate manner with referrals to specialist organisations where required. Our staff team have access to a wide variety of support to help with any challenges they may face either with clients or individually to limit the risk and ensure we offer effective support.

Sustainable, optimised estate income – The Poppy Factory holds office space and residential units rented out on a commercial basis. In the current office market, if notice is given by tenants, there may be a gap in occupancy and a fall in income. We continue to explore alternative use of space options to offices and are reviewing residential options to ensure future optimised, sustainable income.

Unexpected drop in fundraised income – increasing pressure on Grantmakers could result in an unexpected drop in Fundraised income. The Poppy Factory reviews and executes grant funder stewardship while researching new supporters and building our corporate partner income.

Macroeconomic environment – major geopolitical events, particularly escalations in current wars, have the potential to impact the UK economy and the energy market. This could adversely affect our charity through higher costs or by limiting our ability to raise voluntary funds. The Poppy Factory continually reviews the fundraising strategy to better mitigate the potential impacts of a recession or other shock.

Cyber security – there is a risk that hackers gain unauthorised access to The Poppy Factory’s IT systems and install malware or ransomware that could result in access to data being inhibited, or our IT systems being compromised. We continue to invest in cyber security measures. Cyber Essentials Plus accreditation is renewed annually with regular backups taken to ensure a quick recovery from cyber-attack.

GUARANTEES

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of its winding up. The total number of members at 30 September 2024 was 12 (2023: 40). As part of our ongoing governance reviews, the number of members is now limited to Council members only which was agreed and approved at the AGM that was held on 21 March 2024.

STATEMENT OF RESPONSIBILITIES OF THE COUNCIL

INTRODUCTION AND STATEMENT OF COMPLIANCE

The Council (whose members are also trustees under charity law and directors under company law) presents its report for the year ended 30 September 2024. This includes the directors' report and the strategic report under the 2006 Act, together with the audited financial statements for the year.

The charity details set out on the inside back cover and the information provided on pages 4-35 form part of this report. The report has been prepared in accordance with current statutory requirements including Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the United Kingdom and Republic of Ireland (FRS 102).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Legal Constitution

The Royal British Legion Poppy Factory Limited (The Poppy Factory) is a charitable company limited by guarantee, incorporated on 11 March 1925 and registered as a charity on 11 May 1964.

The company was established under a Memorandum of Association. New Articles of Association were adopted on 13 April 2012 and amended by special resolutions on 23 March 2017 and on 21 March 2024.

Governance

The members of the Council during the year are shown on the inside back cover. Council members equate to directors in Companies Act terms and trustees in charities act terms.

New Council members are appointed as necessary, in order to give a wide breadth of experience to the organisation. They have been recruited through

a formal recruitment and selection process which includes a review of their Curriculum Vitae and interviews with members of the Council.

The Trustees would like to thank Julius Wolff-Ingham, who resigned as a Trustee on 7 November 2024, for his service as Trustee and his contribution to The Poppy Factory.

Induction of Council members is carried out by the CEO prior to the new member's first Council meeting. This encompasses:

- governing documents;
- Council members' responsibilities;
- mission statement;
- health and safety policy;
- operational and committee structures;
- audited and management accounts;
- strategic plan; and
- key projects.

Public Benefit

The Council confirms that it has due regard to the provisions of section 17 of the Charities Act 2011 and has referred to the guidance contained in the Charity Commission's general guidance on public benefit, both when reviewing The Poppy Factory's aims and objectives and also in planning activities.

Objects and Activities

Our Articles of Association set out that we "organise, establish and manage schemes for the purpose of assisting men and women who have been members of the Forces of the Crown and primarily those of them who have been disabled". The Poppy Factory does this by providing an employment service, and a Navigator service, to veterans with health conditions and their families, across England and Wales. We also provide employment at our factory in Richmond, where men and women with health conditions who are connected to the Service have been making Remembrance products for over 100 years.

Management

The Council meets four times a year or when required. The following committee structure has been approved by the Council: Veteran and Family Services Committee; Finance and Risk Committee; Estate Committee; Income Generation and Communications Committee; and People, Pay and Culture Committee.

The committees and various working groups all report to the Council meetings as part of the governance structure. The Council agrees the strategic aims of the charity, authorises the budget and approves the expenditure. The day-to-day running of the charity is delegated to the CEO, Ms Amanda Shepard, who was appointed by the Council.

Remuneration of Key Management Personnel
The Trustees consider that the members of the Council and the Senior Management Team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis. All Council members give their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses are disclosed in note 20 (no Trustee expenses were incurred in the year) and related party transactions are disclosed in note 20 of the accounts. The remuneration of the Senior Management Team and all staff is reviewed annually and normally increased in accordance with average earnings to reflect a cost-of-living adjustment. In view of the nature of the charity, the Council members benchmark against pay levels in other charities. The remuneration benchmark is the mid-range for similar roles in similar-sized charities.

The Council is responsible for preparing the Financial Statements in accordance with applicable laws and regulations. Company law requires the Council to prepare financial statements for each financial year. Under that law, the Council has elected to prepare the financial statements in accordance with the United Kingdom Generally

Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of the affairs of the charitable company and of the surplus or deficit for that period. In preparing these financial statements, the Council is required to:

- select suitable accounting policies and apply them consistently;
- observe methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to assume that the charitable company will continue in operation.

The Council is also responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. The Council is 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.

So far as each of the members of the Council is aware at the time the report is approved:

- there is no relevant audit information of which the charity's auditors are unaware; and
- all steps have been taken by members of the Council to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This annual report, which includes the directors' report and the strategic report, was approved by the Council and signed on its behalf by:

Alistair Kett
Alistair Kett (Jan 24, 2025 14:46 GMT)

A. Kett
Chairman

Date: 24/01/2025

AUDITOR'S REPORT

OPINION

We have audited the financial statements of The Royal British Legion Poppy Factory Limited for the year ended 30 September 2024, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 30 September 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and have been prepared in accordance with the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other

ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

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

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

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

OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained during the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact. We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report and Strategic Report.

We have nothing to report in respect of the following matters where the Companies 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Statement of Responsibilities of the Council, set out on page 35, the Trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative to do so.

AUDITOR'S RESPONSIBILITY FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

IDENTIFYING AND ASSESSING RISKS RELATED TO IRREGULARITIES

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

AUDIT RESPONSE TO RISKS IDENTIFIED

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the company's

record of any breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business.

We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud. There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Helen Wilkie

Date: 27/01/2025

Helen Wilkie

(Senior Statutory Auditor)

for and on behalf of Saffery LLP

71 Queen Victoria Street London EC4V 4BE

Statutory Auditors

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating an income and expenditure account)

Year Ended 30 September 2024	Notes	Unrestricted £	Designated Building Fund £	Restricted £	2024 Total £	2023 Total £
INCOME FROM:						
Charitable activities	2	1,416,266	–	250,195	1,666,461	2,081,207
Donations and legacies	3	200,249	–	691,429	891,678	892,302
Other trading activities	4	90,637	–	–	90,637	114,438
Investments, including property	5	1,950,021	–	1,163	1,951,184	1,456,260
Total income		3,657,173	–	942,787	4,599,960	4,544,207
EXPENDITURE ON:						
Charitable activities	6					
Veteran & Family Services		1,002,222	127,308	758,390	1,887,920	1,727,068
Other, including Appeal Order		1,343,488	148,038	154,658	1,646,184	2,085,869
		2,345,710	275,346	913,048	3,534,104	3,812,937
Raising funds	6					
Donations and legacies		159,422	–	–	159,422	164,225
Other trading activities		100,396	117,279	–	217,675	217,583
Investments, including property		1,032,795	–	–	1,032,795	1,016,335
		1,292,613	117,279	–	1,409,892	1,398,143
Total expenditure		3,638,323	392,625	913,048	4,943,996	5,211,080
Net income/(expenditure) before gains and losses on investments		18,850	(392,625)	29,739	(344,036)	(666,873)
Other recognised gains/(losses)						
Revaluation of investment property	11	(5,136,000)	–	–	(5,136,000)	1,495,000
Gains/(losses) on investments	18	173,832	–	–	173,832	82,469
Net income/(expenditure)		(4,943,318)	(392,625)	29,739	(5,306,204)	910,596
Transfers between funds		–	–	–	–	–
Net movement in funds		(4,943,318)	(392,625)	29,739	(5,306,204)	910,596
Total funds brought forward	18	30,538,459	4,469,786	270,471	35,278,716	34,368,120
Total funds carried forward		25,595,141	4,077,161	300,210	29,972,512	35,278,716

The notes on pages 43 to 54 form part of these accounts.
All the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Details of income and expenditure by fund for 2023 are given in note 22.

BALANCE SHEET AT 30 SEPTEMBER 2024

	Notes	2024 £	2024 £	2023 £	2023 £
FIXED ASSETS					
Tangible fixed assets	10		4,077,161		4,469,787
Investment properties	11		23,179,000		28,315,000
Other investments	12		1,620,704		1,446,872
TOTAL FIXED ASSETS			28,876,865		34,231,659
CURRENT ASSETS					
Stock	13	147,374		98,044	
Debtors	14	143,859		229,480	
Short-term deposits		664,670		649,785	
Cash at bank and in hand		699,750		586,594	
TOTAL CURRENT ASSETS		1,655,653		1,563,903	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	15	(560,006)		(516,846)	
NET CURRENT ASSETS			1,095,647		1,047,057
NET ASSETS	17		29,972,512		35,278,716
FUNDS OF THE CHARITY					
Restricted funds	18		300,210		270,471
Unrestricted funds					
Revaluation reserve			23,179,000		28,315,000
Designated funds			4,077,161		4,469,787
General funds			2,416,141		2,223,458
			29,672,302		35,008,245
TOTAL FUNDS			29,972,512		35,278,716

These financial statements were approved by the Council of The Royal British Legion Poppy Factory Limited, Company Number 00204405 (England and Wales) and signed on its behalf by:

Alistair Kett
Alistair Kett (Jan 24, 2025 14:46 GMT)

A Kett
Chairman

Date: 24/01/2025

CASH FLOW STATEMENT

	2024 Total £	2023 Total £
Cash flows from operating activities	109,093	(410,629)
Cash flows from investing activities		
Dividends and interests	18,948	13,427
Sale /(Purchase) of Investments	28,516	12,801
Net cash provided by/(used in) investing activities	47,464	26,228
Change in cash and cash equivalents	156,557	(384,401)
Cash and cash equivalents at the beginning of the reporting period	1,263,122	1,647,523
Cash and cash equivalents at the end of the reporting period	1,419,679	1,263,122

ANALYSIS OF CHANGES IN NET DEBT

	1 October 2023 £	Cash Flows £	30 September 2024 £
Cash and cash equivalents			
Cash	1,263,122	156,557	1,419,679
Total	1,263,122	156,557	1,419,679

NOTES TO THE CASH FLOW STATEMENT

	2024 Total £	2023 Total £
RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES		
Net income/(expenditure) before gains and losses on investments	(344,036)	(666,872)
Decrease/(increase) in debtors	85,621	(26,782)
Decrease/(increase) in stock	(49,330)	(21,620)
Increase/(decrease) in creditors	43,160	(89,038)
Dividends and interests	(18,948)	(13,427)
Depreciation	392,626	407,110
Net cash generated by/(used in) Operating activities	109,093	(410,629)
Analysis of cash and cash equivalents		
Short term deposits	664,670	649,785
Cash at bank and in hand	699,750	586,594
Cash held as part of investment portfolio (note 10)	55,259	26,743
	1,419,679	1,263,122

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

General Information

The Charity is a private company, limited by guarantee, registered in England and Wales. The registered office and company details are shown on page 56.

Basis of Preparation

The accounts 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) (Second edition) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note and they are rounded to the nearest £.

The charity meets the definition of a public benefit entity under FRS 102.

Going Concern

Following a review of our financial position, reserve policies and plans, the Council consider that there are no material uncertainties about the charity’s ability to continue as a going concern for the foreseeable future, being a period of at least a year from the date the accounts are signed.

Income Recognition

Income from donations and legacies is included in full in the statement of financial activities when the Charity is entitled to the income, the amount is measurable, and it is likely to be received. Volunteer time is not included in the financial statements. Unrestricted income for the Appeal Order matches the unrestricted expenditure for that activity.

Grants are included in the statement of financial activities in the year in which they meet the conditions of recognition.

Expenditure

Expenditure is recognised in the period to which it relates. Expenditure includes attributable VAT which cannot be recovered. Expenditure is allocated to the activity where the cost relates directly to that activity.

Support costs are administrative costs, including the provision of services for the benefit of Appeal Order staff and are charged as incurred based on the specific usage; where an allocation is necessary, an appropriate basis such as staff cost, staff numbers or floor space has been used depending on the nature of the expenditure.

Costs of Raising Funds

Expenditure on raising funds relates to the costs incurred by The Charity in raising funds for the charitable work. This includes costs associated with investment properties, rented office space, running the visitor centre and raising voluntary income.

Fixed Assets

Depreciation is provided at rates calculated to write down the cost or revalued amount of tangible fixed assets, other than land, to their estimated residual value evenly over their expected useful lives. The depreciation rates in use are as follows:
Per annum

Furniture & Equipment	15% - 34%
Plant	20%
Building Refurbishment	3% - 10%

Items of equipment are capitalised where the purchase price exceeds £5,000 except in the case of computer equipment which is expensed in the year. Expenditure related to the maintenance of the estate is expensed as incurred. Depreciation costs are allocated to activities based on the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Freehold land and buildings include occupied excess office space and beneficiary flats. There is no depreciation charged on land, with an estimated historical cost of £255,001.

Operating Leases

Rentals for assets held under operating leases are charged to the Statement of Financial Activities as they become payable.

Fund Accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity.

Designated funds are unrestricted funds allocated by the Council for specific purposes.

Fixed Asset Investments

Investment property is shown at the market value. The difference between historical cost and valuation is included within the revaluation reserve. The value of investment property is reviewed every year with any gain/(loss) for the year being taken to the statement of financial activities.

Other investments are shown at market value at the balance sheet date, with any gain or loss for the year being disclosed in the notes and taken to the statement of financial activities.

Stocks

Stock is stated at the lower of cost and net realisable value. Cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stock can be sold in the normal course of business after allowing for the costs of realisation.

Debtors

Short-term debtors are measured at transaction price, less any impairment.

Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably.

Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors, are initially recognised at transaction value and, subsequently, are measured at their settlement value.

Pensions

The charity makes pension contributions to The Poppy Factory Personal Pension plan.

Critical Accounting Judgements and Estimates

In preparing these accounts, management has made judgements, estimates and assumptions that affect the application of the charity’s accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the accounts. Estimates and judgements are continually evaluated based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The key estimate is the valuation of the investment properties.

The significant accounting estimates with a significant risk of a material change to the carrying value of assets and liabilities within the next year are:

- The valuation of the investment properties – refer to note 11

2. CHARITABLE ACTIVITIES INCOME

	Unrestricted £	Restricted £	2024 Total £	2023 Total £
Appeal Order	1,294,783	–	1,294,783	1,519,146
London VPPP Lead Income	–	250,195	250,195	435,602
Beneficiary flats	121,483	–	121,483	126,459
	1,416,266	250,195	1,666,461	2,081,207

TPF is the portfolio lead for The Armed Forces Covenant Fund Trust’s (AFCFT) London Veterans – Places, Pathways and People programme (London VPPP), for which TPF has received a total of £250,195 in the year, and against which there were £154,658 of disbursements to partners. (See note 6.)

3.DONATIONS AND LEGACIES INCOME

	Unrestricted £	Restricted £	2024 Total £	2023 Total £
Other grants and donations	200,249	691,429	891,678	892,302
	200,249	691,429	891,678	892,302

The following restricted funds were received from AFCFT:
Family Programme £80,000
Navigator Programme £50,000
Places, Pathways and People (VPPP Midlands + Southeast) £16,510
These restricted funds received in the year were delivered, with the exemption of £5,000 for the Family Programme and £12,230 or the Navigator Programme, remaining unspent at year-end.

The following restricted funds were received from the NHS:
Project funded by NHS England £31,950

The following restricted funds were received in support of the North West Navigator service: Veterans Foundation £25,000

COMPARATIVE NOTE FOR 2023

	Unrestricted £	Restricted £	2024 Total £
Other grants and donations	278,565	613,737	892,302
	278,565	613,737	892,302

4. OTHER TRADING ACTIVITIES INCOME

	2024 Total £	2023 Total £
Visitor Centre	90,637	96,106
Corporation Tax Rebate (MGTR)	–	18,332
	90,637	114,438

In the current year, all Other trading activities income is unrestricted.

5. INVESTMENT INCOME, INCLUDING PROPERTY

	Unrestricted £	Restricted £	2024 Total £	2023 Total £
Office income	963,885	–	963,885	514,732
Open Market Property	968,351	–	968,351	928,101
Bank Interest	17,785	1,163	18,948	13,427
Total	1,950,021	1,163	1,951,184	1,456,260

In the prior year, £513 of Investment Income was restricted.

6. TOTAL EXPENDITURE

	Staff Costs £	Other Costs £	Depreciation £	Support Costs £	2024 Total £	2023 Total £
Charitable activities						
Veteran and Family Services	1,625,828	20,750	127,308	114,034	1,887,920	1,727,068
London VPPP Lead Disbursements	–	154,658	–	–	154,658	350,451
Appeal Order	569,585	652,009	148,038	73,174	1,442,806	1,673,245
Beneficiary Flats	1,594	42,454	–	4,672	48,720	62,173
	2,197,007	869,871	275,346	191,880	3,534,104	3,812,937
Raising funds						
Fundraising costs	108,114	51,308	–	–	159,422	164,225
Visitor Centre	22,832	77,564	117,279	–	217,675	217,583
Office Rental Costs	14,327	389,247	–	34,357	437,931	585,011
Open Market Property costs	19,461	557,813	–	17,590	594,864	431,324
	164,734	1,075,932	117,279	51,947	1,409,892	1,398,143
	2,361,741	1,945,803	392,625	243,827	4,943,996	5,211,080

The depreciation charge of £392,625 in the year relates to the building refurbishment.
TPF is the portfolio lead for AFCFT’s London Veterans - Places, Pathways and People programmes, for which there was £154,658 of disbursements to partners. (2023 £350,451).

COMPARATIVE NOTE FOR 2023

	Staff Costs £	Other Costs £	Depreciation £	Support Costs £	2023 Total £
Charitable activities					
Veteran and Family Services	1,523,450	–	132,521	71,097	1,727,068
London VPPP Lead Disbursements	–	350,451	–	–	350,451
Appeal Order	610,186	834,083	154,099	74,877	1,673,245
Beneficiary Flats	2,128	56,005	–	4,040	62,173
	2,135,764	1,240,539	286,620	150,014	3,812,937
Raising funds					
Visitor Centre	42,268	54,825	120,490	–	217,583
Office Rental Costs	9,004	553,953	–	22,054	585,011
Open Market Property costs	25,789	394,709	–	10,826	431,324
Fundraising costs	139,287	24,938	–	–	164,225
	216,348	1,028,425	120,490	32,880	1,398,143
	2,352,112	2,268,964	407,110	182,894	5,211,080

SUPPORT COSTS

	2024 Total £	2023 Total £
IT Hardware, Software and Services	100,919	69,446
Legal and Professional Services	13,115	12,982
Other support Costs	129,793	111,797
	243,827	194,225

Included above are the support costs, which have been allocated per the accounting policy (note 1).
£29k of governance costs are included within the support costs.

7. NET INCOME FOR THE YEAR

	2024 Total £	2023 Total £
This is stated after :		
Depreciation	392,626	407,110
Auditors’ remuneration:		
– audit	23,255	22,119
– other services	–	4,681

8. STAFF COSTS AND NUMBERS

	2024 Total £	2023 Total £
Staff costs were as follows:		
Salaries and wages	1,995,572	1,989,758
Social security costs	187,285	185,962
Pension contributions	178,884	176,392
	2,361,741	2,352,112

The number of employees whose emoluments during the year exceeded £60,000 were:

	2024 No.	2023 No.
£60,001 – £70,000	–	1
£70,001 – £80,000	2	2
£80,001 – £90,000	1	1
£90,001 – £100,000	1	–

The average number of staff employed was 61 (2023: 63) and the average number of employees (full-time equivalent) during the year was as follows:

	2024 No.	2023 No.
Estate	1.0	1.0
Appeal Order	15.9	18.8
Veteran and Family Services	29.2	27.6
Fundraising and Communications	2.9	5.0
CEO and Support	1.8	1.4
Average number of employees FTE	50.8	53.8

Key management personnel are the Senior Management Team listed on page 64. The total remuneration of key management personnel for the year to 30 September 2024 was £484k (2023: £433k)

9. TAXATION

As a charity, The Royal British Legion Poppy Factory Limited is exempt from tax on income and gains falling within Part 11 of the Corporation Tax Act 2010 and Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges arose in the year (2023: £nil).

10. TANGIBLE FIXED ASSETS

	Building Refurbishment £	Freehold land and property £	Plant £	Furniture & Equipment £	Total £
Cost or valuation					
At 1 October 2023	5,185,837	1,601,619	439,684	226,894	7,454,034
At 30 September 2024	5,185,837	1,601,619	439,684	226,894	7,454,034
Depreciation					
At 1 October 2023	1,033,441	1,346,618	439,684	164,504	2,984,247
Charge for the year	361,994	–	–	30,632	392,626
At 30 September 2024	1,395,435	1,346,618	439,684	195,136	3,376,873
Net book value					
At 30 September 2024	3,790,402	255,001	–	31,758	4,077,161
At 30 September 2023	4,152,396	255,001	–	62,390	4,469,787

The net book value of freehold property relates to land value and is not subject to further depreciation.

11. INVESTMENT PROPERTY

	2024 £	2023 £.
Market value at the start of the year	28,315,000	26,820,000
Revaluation	(5,136,000)	1,495,000
Market value at the end of the year	23,179,000	£28,315,000

Our investment properties comprise 47 residential flats that are let on the open market. The accounts reflect the Trustees’ best estimate of the market value of the flats at the balance sheet date. The valuation is inherently subjective, as it is based upon assumptions and estimations, which may prove to be inaccurate.

The assumptions used to value the properties have been refined this year following an independent review of the fair value of the full residential estate. In estimating the value of the flats at the balance sheet date, the Trustees have estimated their value assuming vacant possession. The Trustees have then applied a discount of up to 20% to the estimated value of each flat, to derive their best estimate of the amount that an investor would be willing to pay for the flats at the balance sheet date, taking into consideration the existing tenancies. No such discount was applied in the prior year. This more prudent estimate reduces the estimated value of investment property value by £5.1m.

12. OTHER INVESTMENTS

	2024 £	2023 £
Market value at the start of the year	1,420,129	1,364,917
Net (disposals)/additions	(28,516)	(12,288)
Gain/(loss) on investments	173,832	81,956
	1,565,445	1,420,129
Cash held as part of the portfolio	55,259	26,743
Market value at the end of year	1,620,704	1,446,872
	2024 £	2023 £
Investments comprise:		
Equities	1,125,379	964,114
Fixed Interest	248,883	289,346
Alternatives	191,183	166,669
Cash	55,259	26,743
Market value at the end of the year	1,620,704	1,446,872

13. STOCK

	2024 £	2023 £
Raw materials	147,374	98,044

14. DEBTORS

	2024 £	2023 £.
Trade debtors	15,669	121,974
Other debtors	9,066	-
Prepayments and accrued income	119,124	107,506
	143,859	229,480

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £.
Trade creditors	48,872	39,937
Accruals	67,677	101,332
Deferred income	186,030	163,633
Wages and holiday pay accrual	25,322	28,544
Taxation and social security	46,905	47,322
Pension contributions	23,255	21,345
Amounts due to The Royal British Legion	57,987	54,283
Other	103,958	60,450
	560,006	516,846

The full amount of deferred income brought forward is released in the year. The deferred income relates to Open Market rent paid monthly in advance and Office rent paid quarterly in advance.

16. OPERATING LEASES

At 30 September 2024 the total commitments under non-cancellable operating leases was £nil (2023: £nil).

The Poppy Factory acts as a lessor with its office tenants.

	2024 £	2023 £
Total income due to The Poppy Factory as a lessor with its office tenants:		
Income due in less than 1 year	492,178	518,173
Income dues for 1 to 5 years	1,194,530	1,240,583
Total	1,686,708	1,758,756

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted funds £	Revaluation funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	-	4,077,161	-	4,077,161
Investment property	-	23,179,000	-	-	23,179,000
Other investments	-	-	-	1,620,704	1,620,704
Net current assets	300,210	-	-	795,437	1,095,647
Net assets at the end of the year	300,210	23,179,000	4,077,161	2,416,141	29,972,512

COMPARATIVE NOTE FOR 2023

	Restricted funds £	Revaluation funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	–	–	4,469,787	–	4,469,787
Investment property	–	28,315,000	–	–	28,315,000
Other investments	–	–	–	1,446,872	1,446,872
Net current assets	270,471	–	–	776,586	1,047,057
Net assets at the end of the year	270,471	28,315,000	4,469,787	2,223,458	35,278,716

18. MOVEMENTS IN FUNDS

	1 October 2023 £	Income £	Expenditure £	Gains/ (Losses) and Transfers £	30 September 2024 £
Restricted funds					
Amenities and benevolent fund	78,561	1,163	–	–	79,724
Veteran and Family Services restricted fund	191,910	941,624	(913,048)	–	220,486
Total restricted funds	270,471	942,787	(913,048)	–	300,210
Unrestricted funds					
Investment property	28,315,000	–	–	(5,136,000)	23,179,000
Designated funds					
Fixed assets fund	4,469,787	–	(392,626)	–	4,077,161
General funds					
	2,223,458	3,657,173	(3,638,322)	173,832	2,416,141
Total unrestricted funds	35,008,245	3,657,173	(4,030,948)	(4,962,168)	29,672,302
Total funds	35,278,716	4,599,960	(4,943,996)	(4,962,168)	29,972,512

COMPARATIVE NOTE FOR 2023

	1 October 2022 £	Income £	Expenditure £	Gains/ (Losses) and Transfers £	30 September 2023 £
Restricted funds					
Amenities and benevolent fund	78,048	513	–	–	78,561
Veteran and Family Services restricted fund	152,672	1,049,339	(1,010,101)	–	191,910
Total restricted funds	230,720	1,049,852	(1,010,101)	–	270,471
Unrestricted funds					
Investment property	26,820,000	–	–	1,495,000	28,315,000
Total revaluation reserve	26,820,000	–	–	1,495,000	28,315,000
Designated funds					
Fixed assets fund	4,876,897	–	(407,110)	–	4,469,787
Planned maintenance fund	500,000	–	–	(500,000)	–
Total designated funds	5,376,897	–	(407,110)	(500,000)	4,469,787
General funds					
	1,940,503	3,494,355	(3,793,869)	582,469	2,223,458
Total unrestricted funds	34,137,400	3,494,355	(4,200,979)	1,577,469	35,008,245
Total funds	34,368,120	4,544,207	(5,211,080)	1,577,469	35,278,716

Restricted funds:

- The Amenities and Benevolent fund is the net accumulation of the unspent donations received for the benefit of the beneficiaries of the charity.
- The Veteran and Family Services restricted fund is made up of restricted donations received specifically for the Employment and Family Services.

Unrestricted funds:

- **Revaluation reserve** -
 - The property revaluation is the difference between the investment property valuation and its historic cost.
- **Designated funds** -
 - Fixed assets fund
 - The net book value of fixed assets held for charitable and investment purposes was purchased through unrestricted funds. Outgoing resources comprise depreciation on these assets.

19. STAFF PENSION FUNDS

The charity made contributions of £178,884 (2023: £176,392) to the Poppy Factory’s Personal Pension plan.

20. RELATED PARTY TRANSACTIONS

The Royal British Legion is the charity’s major customer. TRBL funds a contract with the charity against an agreed budget with any surplus/deficit adjusted at the end of the financial year following changes in order volume or variance in costs. The total amount of income recognised during the year was £1,294,783 (2023: £1,519,146) in respect of the Appeal Order. At the year-end, £57,987 was payable to TRBL (2023: £54,283 payable by TRBL).

Total Donations made by Trustees to The Poppy Factory in the year was £nil (2023: £nil). Council members do not receive any remuneration, but they are but are eligible for reimbursement of expenses. No expenses were reimbursed in 2024, or 2023.

There were no other related party transactions in the year, nor in 2023.

21. CAPITAL COMMITMENTS

At 30 September 2024, the charity had no capital commitments. (2023: £nil)

22. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITY

(Incorporating an income and expenditure account)

Year Ended 30 September 2023	Notes	Unrestricted £	Designated Building Fund £	Restricted £	2023 Total £
INCOME FROM:					
Charitable activities, including appeal activities	2	1,645,605	–	435,602	2,081,207
Donations and legacies	3	278,565	–	613,737	892,302
Other trading activities	4	114,438	–	–	114,438
Investments, including property	5	1,455,747	–	513	1,456,260
Total income		3,494,355	–	1,049,852	4,544,207
EXPENDITURE ON:					
Charitable activities	6				
Veteran and Family Services		934,897	132,521	659,650	1,727,068
Other, including Appeal Order		1,581,319	154,099	350,451	2,085,869
		2,516,216	286,620	1,010,101	3,812,937
Raising funds	6				
Donations and legacies		164,225	–	–	164,225
Other trading activities		97,093	120,490	–	217,583
Investments, including property		1,016,335	–	–	1,016,335
		1,277,653	120,490	–	1,398,143
Total expenditure		3,793,869	407,110	1,010,101	5,211,080
Net income/(expenditure) before gains and losses on investments		(299,514)	(407,110)	39,751	(666,873)

CHARITY DETAILS

NAME OF CHARITY

The Royal British Legion Poppy Factory Limited

CHARITY NUMBER 25348

COMPANY NUMBER 204405

REGISTERED OFFICE AND OPERATIONAL ADDRESS

20 Petersham Road, Richmond, Surrey, TW10 6UR

PATRON

Her Majesty The Queen

PRESIDENT

Surgeon Rear Admiral Lionel Jarvis
CBE KStJ FRCR DL

VICE PATRONS

Dr Geraldine Strathdee CBE MRCPsych
Brigadier Marc A J McH Overton TD DL VR

COUNCIL MEMBERS

Alistair Kett (Chair)
Cliff Dare MBE FRICS (Vice Chair)
Linda Costello
Major General Tim Hodgetts CB CBE KHS OStJ DL
Martin Hodgson
Matthew Hubbard
Dr Sridevi Kalidindi MBBS BSc (Hons)
FRCPsych PhD CBE
Simon Taylor
Rachael Taylor-Jenkins,
appointed on 19 January 2024
Andrew Wishart
Julius P H S Wolff-Ingham OBE
resigned on 7 November 2024
Brian Worrell

SENIOR MANAGEMENT TEAM

Amanda Shepard, Chief Executive
Debbie Boughtflower, Director of Operations
Mark Louw, Finance Director
Charlotte Dymock, Senior HR Business Partner
Jeff Short, Director of Production and The Estate

AUDITOR

Saffery LLP, 71 Queen Victoria Street,
London EC4V 4BE

INVESTMENT MANAGERS

Close Brothers Asset Management, 10 Exchange
Square, Primrose Street, London EC2A 2BY

BANKERS

Barclays Bank Plc.
PO Box 13
8 George Street, Richmond TW9 1JU

Bank of Scotland
The Mound
Edinburgh EH1 1YZ

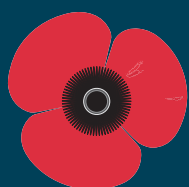
Close Brothers Savings
10 Crown Place
London EC2A 4FT

SOLICITORS

Russell-Cooke LLP
2 Putney Hill
Putney
London SW15 6AB



The Poppy Factory
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Richmond TW10 6UR,
London
www.poppyfactory.org



**THE
POPPY
FACTORY**